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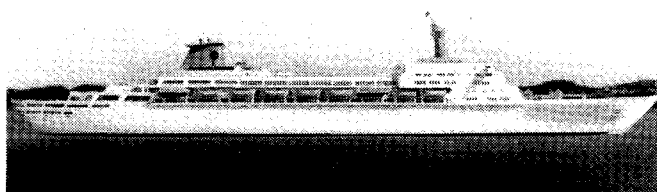
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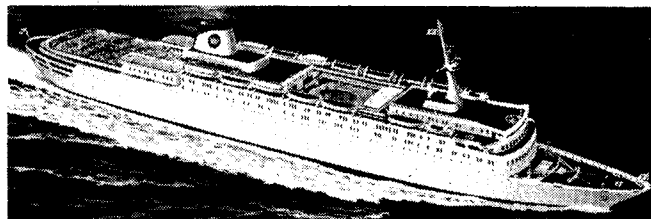
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The National Employee Services and Recreation Association, NESRA, (formerly the National Industrial Recreation Association, NIRA), is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Employee Services Management* is only one of many services included in NESRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

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In This Issue . . .



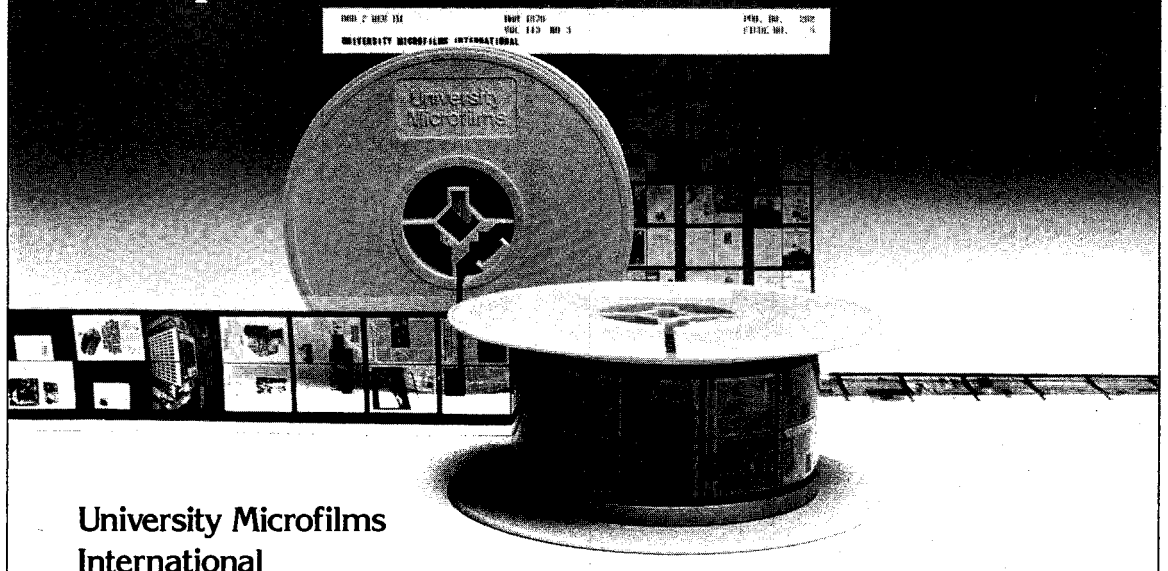
"Recreation: It's More than Fun and Games". That's the contention of author Ron Willard in his story on page 9 outlining the serious business being conducted by those in our field. This story is followed up (page 11) with tips for management on how to hire the best person for the Employee Services Manager position. To round out our series on developing your program is an article by Dave Stapf, CESRA, entitled "Developing the Employee Association." This story highlights the author's experience in launching the Ashland Tri-State Recreation Association for Ashland Oil Company employees.

Also in this issue is an evaluation of the fitness center program at Battelle Memorial Institute, Columbus, Ohio—must reading for those who may be considering the establishment of an employee fitness center for their companies.

The topic addressed this month by NESRA President Kenneth Wattenberger (page 5) should be of keen interest to all membership categories as it focuses on the unique role of NESRA's Associate members, suppliers and exhibitors.

And finally, for the convenience of all of our readers is the annual index to articles appearing in *Recreation Management Magazine* (now *Employee Services Management*) throughout 1981. ■

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Employee Services Management

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HEALTH AND EDUCATION

formerly RECREATION MANAGEMENT

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☐ **Top Management Speaks**

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The NESRA President would like a word with you

... about the unique role of Associate Members Suppliers and Exhibitors

NESRA has long enjoyed and appreciated its unique relationship with the Associate members (suppliers) of our organization. We term this relationship unique because it truly serves the interests of three distinct but interacting parties.

First, NESRA acknowledges and appreciates the financial support derived from its Associate members in terms of dues, advertising and exhibiting at our national conference and exhibit. These finances help NESRA to continue its efforts in building a strong viable organization—an organization that can actively promote and educate the business community about the benefits of an effectively administered employee services and recreation program.

NESRA chapters and company members also benefit through their relationships with the NESRA Associates. A wide variety of reputable products and services are available through these suppliers whose products and services can be easily adopted to compliment an existing employee services program.

Finally, the Associate member benefits in this relationship in terms of generating excellent profits by tapping the vast and rapidly growing field of employee services. In analyzing this relationship one can readily see that all three parties benefit by maintaining open lines of communication through their membership with NESRA.

As the members of NESRA already

know, and the general public is rapidly becoming aware of, the field of Employee Services and Recreation has become one of the hottest topics to be discussed by today's top management. Companies are constantly looking to offer a wide range of non-monetary benefits that can help build employee loyalty and morale. They have seen how these programs have helped develop communication, decrease absenteeism and turnover, and develop healthier and safer employees—all benefits that have proven to be in the best interests of management's objectives.

In the words of David T. Kearns of the Xerox Corporation, "We're certain that the financial investment in these programs is fully justified in terms of increased productivity and morale".

Many of these employee services come from the NESRA Associate membership ranks which provide a wide range of programs that can be easily implemented into an existing company employee services program.

NESRA's Associates offer programs that range from valuable hotel/vacation packages and theme park discount programs to sophisticated health and fitness programs and consumer merchandise discount opportunities. (For a more in depth look at the types of programs and services available through our Associate members, please see NESRA's 1982 annual buyer's guide and services di-



**Kenneth C. Wattenberger, CESRA
Lockheed Employee Recreation Club
1981-82 NESRA President**

rectory published in the December/January issue of *Employees Services Management* magazine.)

As employee services and recreational programs continue to gain prominence in the business world, current and prospective Associates should keep in mind the potential of the employee services and recreation market. Employee Services Administrators are continually looking for products and services to help them develop their employee morale building programs. The NESRA market is growing daily and its members look to our National Association and its members for new ideas and programs.

(continued on page 34)

ASSOCIATE PROFILE

Recreation, Sports Equipment Available From U.S. Games

Founded in 1971, U.S. Games sells nationally all forms of recreation & sports equipment and supplies—from bleachers to pin ball machines from basketballs to picnic kits. There is no recreational product unavailable at U.S. Games.

Main customers are municipal parks and recreation departments, schools, corporate accounts, hospitals, Y's, Boys Clubs, churches and the armed services.

U.S. Games serves only the institutional recreation & sports business and maintains no retail outlets. Business is conducted by both catalog and toll free national Watts lines. The company's success is due to two way conversation with buyers enabling the apt selection from many alternative products, 24 hour telephone quotes and, of course, nationally competitive institutional prices. A staff of four seasoned recreational specialists are available on the telephone, toll free, every business day 9–6 PM EST.

League, tournament, sports and recreation facility products and supplies are our business. A specialist in recreation equipment, Ted Lund, has been designated to serve NESRA members. Our present NESRA customers, busy men and women that they are, like our complete knowledge of institutional programs and the products that go with them. They like U.S. Games' ability to do all the work in preparation for buying, and definitely like our prices.

Among the unusually durable institutional products U.S. Games offers are:

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ASSOCIATE PROFILE

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Al and Debbie McClelland, owners of Rocky Mountain Expeditions, offer year-round white water recreation for the whole family in four western states. In Colorado they have half and full day rafting on the Animas River near Durango and the Arkansas River near Buena Vista. They also offer spring trips on the Dolores River in southwest Colorado as well as Christmas-New Year's trips on the Rio Grande River in Big Bend National Park, Texas.

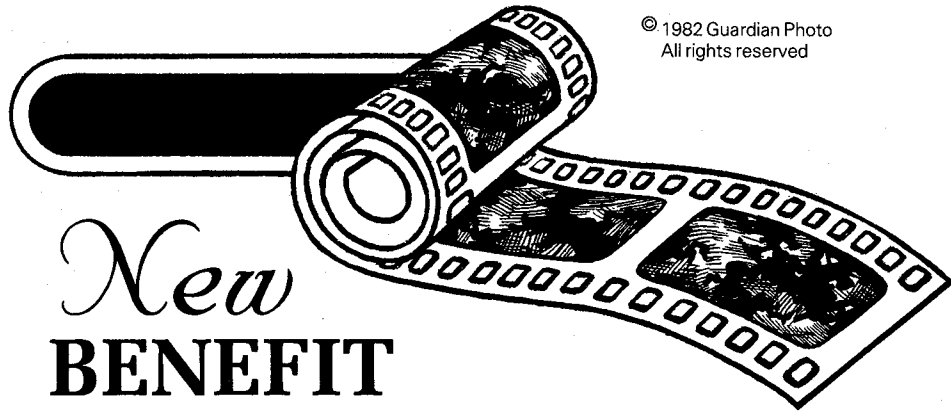


They are the exclusive agents for the Uintah-Ouray Ute Indian tribe of Ft. Duchesne, Utah, and run the Green River through the Gray-Desolation Canyon on the Indian reservation.

The McClellands also offer hiking trips throughout the American West and lead cross country skiing expeditions on a custom basis usually across the Continental Divide using heated cabins or snow caves. Rocky Mountain Expeditions is a Colorado corporation offering diversified outings to the public, mostly for custom tastes. They offer Kosher diets, vegetarian diets or the hearty fare renowned throughout the American West. In addition they serve as the repair and service center for Avon Inflatable Boats of Great Britain throughout the Rocky Mountains.

The McClellands, originally from the east and now living high in the western Rockies in a unique geodesic home, are ready and waiting to offer NESRA members the western vacation of a lifetime at a special 10% discount. For brochures and further information write or call them at Rocky Mountain Expeditions, P.O. Box 1, Buena Vista, Colorado, 81211. Phone: (303) 395-8466.

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SERVICES & ACTIVITIES

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Conventions—Five are conducted annually to stimulate participation in employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Free Clerical Services—Provided by NESRA for intra-member-service communication.

Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NESRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

Recreation: It's More Than Fun and Games

by Ron Willard, United States Automobile Association

"... To be effective, fitness and recreation programs must be elevated above sandlot ball to a level that is in harmony with corporate goals and objectives ..."

- A friend of the newly hired Physical Fitness Center secretary was overheard to say "Gee, it must be a lot of fun working here in the fitness center. Do you get to wear shorts and exercise whenever you like?"

- During the question and answer period at the conclusion of a tour of the Fitness and Recreation facilities, one of the visiting businessmen said, "Looks like your job is just all fun and games. Must be nice."

- A junior student majoring in Recreation Management at a local college asked for an appointment to interview the Fitness and Recreation Manager. Her first comment was "I didn't expect to see you wearing a three piece suit." "What exactly did you expect?" was the reply. She said, "I thought you'd be wearing shorts, tee shirt, coaching shoes and a ball cap." Do you know what she wore to the interview? You guessed it—shorts, tee shirt, and tennis shoes.

These examples illustrate misconceptions about establishing, managing, and conducting effective fitness and recreation programs. (Physical fitness programs have a better reputation than recreation. The difference: Physical fitness is an extension of the medical profession; recreation is still associated with stinky locker rooms, weed infested ball fields, broken backboards, and the "dumb jock" who majored in com-

munication at "ya know-uh" university.)

Professionals in both the Fitness and Recreation career fields are diligently working to create a better image by demonstrating that their chosen professions are not just all fun and games.

The "fun and games" company-sponsored picnics, fun runs, fiestas, sports activities and Christmas parties, are enjoyed by hundreds and thousands but contrary to the thinking of a lot of employees, these events do not just suddenly happen. They are the result of considerable time and hard work.

Fitness programs must meet the same criteria for support in the business environment as all other budgeted items. They must be viewed as functions concurrent with corporate objectives, and not simply as good-will operations. There must exist a means for re-assuring their impact to permit comparison with other activities and to communicate this to various constituencies. A further rationale for the importance of establishing specific objectives stems from the basic aspect of effective management techniques.

Goal setting, performance as-

(continued on page 10)

assessment, and a structured effort towards that goal are recognized as essential elements in successfully managing an activity. The fitness program must be fully integrated into the corporate environment, passing all the tests for support and maintenance that any other important activity would be required to meet. Appropriate management attention must direct it toward its ultimate objective.

(Source: R. L. Pyle, "Performance Measures For A Corporate Fitness Program" Human Resource Management Fall 1979.)

A thorough review and complete understanding of the above text is probably sufficient to shatter the "fun and games" image. Perhaps those who are more fully able to appreciate the seriousness of satisfying Mr. Pyle's criteria will undoubtedly view the fitness and recreation supervisors, managers, directors, and so on for exactly what they really are—business professionals who have real responsibilities for administering, managing and directing their respective programs.

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Effective programs are the direct result of effective managers. As such, managers have often felt considerable anxiety about their respective programs because of the difficulty in justifying the investment for facilities, programs, and equipment. This is the challenge to the fitness and recreation professional.

Perhaps the biggest job professionals in fitness and recreation have is to convince management—at all levels—of the need for fitness and recreation programs within the corporate structure. This is not an easy task even though there is clear evidence that suggests benefits are derived from active participation in fitness and recreation programs—benefits which are shared by both the organization and the participant.

A penetrating examination of today's corporation shows that almost anyone on the management level must be an ingenious negotiator to perform a job successfully. Presenting programs for approval and support before the chief executive officer of the company and the executive board is far beyond the imagination of a lot of employees who participate in company-sponsored activities. Generally, most participants just experience the fun and games aspect of such functions, having little or no knowledge of behind the scenes activities.

Approaching their responsibilities in a business-like manner requires all the same leadership and management skills as other business professionals. The challenge for people in this profession is to establish effective communication with senior management and to conduct themselves in such a way that they demonstrate knowledge and complete belief in their product; exhibit confidence in themselves; and accomplish tasks in a timely and efficient manner with enthusiasm, innovation and a genuine desire to support corporate goals. What became of "fun and games?"

In many ways outsiders like those in the opening examples, perceive about seven percent of the tip of the proverbial iceberg. The employee has an advantage over the visitors and sees approximately 10 per cent. The 10 per cent that shows is what most

persons accept as a good sample of the total—this is the fun and games portion.

With respect to Mr. Pyle's criteria one just might wonder what type of person management does look for when considering applicants for positions in fitness and recreation in business and industry.

In addition to meeting academic requirements, employers might desire candidates to be mature, secure, practical and self-disciplined to the extent that they are able to manage their duties with logic, sound judgment, accuracy and efficiency. Their records must indicate they are respected and consistently act, think, and perform as leaders and supervisors.

They must be astute in providing counseling and guidance; they must prevent problems before they occur; they must be alert to individual limitations, needs, and goals; and they must be capable of exerting the appropriate degree of authority and compassion. Candidates must be able to communicate effectively—to work with and talk to people in all levels of the work force including middle and senior management.

Fitness and recreation programs, if they are to be effective, must be elevated above sandlot ball to a level that is in harmony with corporate goals and objectives.

To be successful, these programs must be managed by well-educated, experienced professionals who are concerned about employees enjoying healthy, happier lifestyles as a result of well-designed and effective programs.

"Fun and games"—contrary to its negative implications—can very well be interpreted as a favorable comment. People who enjoy their physical activity are more likely to adopt that particular activity as permanent change and part of their lifestyle.

One measure of successful programs is consistency of participation. Fun and games is a healthy indicator of well-managed programs whether it be in the fitness center or on the athletic field or court.

Effective physical fitness and recreation programs are not just all fun and games. They're serious business.

Hiring the Employee Services and Recreation Manager

The expansion of employee benefits and increased managerial concern about improving employee relations has created the "new look" in many personnel departments. In the past, a large percentage of personnel administrators felt only labor relations was the track to follow, and, for the most part, it definitely was an occupational advantage building up management's importance and recognition of the director.

Little attention has been given the efforts expended to create a cooperative and congenial work force. Tranquility, unfortunately, reflected a situation of little commendation or professional skills. As a result, two hostile camps become evident. Employee morale reached a new low with bottom line profits slipping on the looming horizon. Although examples of companies concentrating on improved employee relations, through personnel services, were unquestionably successful, the observations were either missed or not studied.

The elementary picture book of employee attitude results was opened when the profits began to diminish—a hard lesson at such a late date. What then has employee services, plus employee physical fitness and recreation, played in the company profits realm? If not the key factor, a great part is evident. Difficult to measure and like intangibles in many areas, there are interrelated condi-

tions that make the evaluation even more debatable. However, only the professional is in a position to see this involved interrelationship of conditions to remedy or prescribe the proper course management and employees must follow to be profitable, grow, and offer continual, steady employment. Therefore, it becomes management's concern to select the very best personnel staff it can obtain.

Because very little has been published or taught in the field of em-

ployee services, the placement for persons qualified to administer these functions becomes much more difficult. We must know the difference between specialist or technicians, and administrators of a program as a whole.

The administrator of employee services must have organizational abilities, plus a business background to handle the variety of services under his or her jurisdiction. The tech-

(continued on page 12)



Hiring the Employee Services Manager

(continued from page 11)

nician or specialist, such as physical fitness therapist, recreation manager, suggestion coordinator, editor and promotional manager, etc. are not to be considered in the same category as the person responsible for coordinating and directing all of these services offered.

The choice of a director must be carefully reviewed as the success or failure of the entire operation rests here. In reviewing applicants, we would recommend looking for a person adapted to managing staffs with a personality image that encourages cooperation and acceptance, who understands the objectives of the job and also the policies of the company. The academic background should be one heavily weighted toward business methods and procedures.

The ideal candidate would be one also having experienced some personnel functions, journalism, public speaking, public relations, industrial psychology and employee recreation and/or physical fitness. We see in such a person the opportunity of rapid promotional opportunities and this can be both discouraging and encouraging.

For the personnel administrator, replacing such a person would be difficult and discouraging, but for the employee, rapid escalation to higher paying management positions would be advantageous. It, therefore, requires an understudy of the position of the employee services director.

The training process after all other qualifications are met would normally be one year's cycle of involvement in the entire program. As some programs include so many variations of responsibility where there is less repetition on a day-to-day basis, the training period becomes one covering a longer span of time.

It becomes almost a requirement that the personnel director have someone in the department that can fill the void should the employee services director be promoted or leave. As this profession becomes more in

demand, and it will in future years, both the employer and prospective employee for the position will need to be well-versed in the job requirements.

The first step must be to outline management's objective for the job. Here, again, only the professional personnel director would be in the best position to advise his or her executives what purposes this sector of his or her department performs toward productivity and profits for the company.

From observations of numerous companies providing some form of employee services, we find this first step, the one most often overlooked. Without doubt the training of personnel staffs requires the same intensity that is given other departments if there is any more to be expected from personnel than routine paper work or negotiating labor contracts.

The employee services sector, when properly administered, will be in closer contact with the greater majority of employees on a day-to-day basis than any other sector of management. For this reason alone, the communicative channels between management and its people must function in a manner that benefits both the employee and the employer. The employee services provided for all employees brings about mass involvement and participation in the direct and indirect avenues of improved working conditions, education, cooperative projects, and various savings factors—personal and collective.

Through these services a great degree of business supervisory leadership can be incorporated, taught, and practiced. This too provides a source of leadership discovery, not always observed by management in the normal employee's job assignment. We see these possibilities as another dimension of employee services—one of teaching and providing activities that offer practice of what is learned. From this exercise recorded and recognized, future job advancements are indeed possible and most beneficial to the manage-

ment and its people.

The person selected as a director of employee services and recreation should be aware of the pitfalls encountered by his or her predecessor. Some of these have indicated the following:

- Did not have a clear understanding of objectives and purposes for the program and services offered.
- Did not have executive management's full support or understanding of the objective.
- Had not learned the techniques of working with volunteers and their own staff.
- Were unwilling to credit others for successes and volunteers' work accomplished even when manager did most of the direction and work.
- Were unable to properly delegate responsibilities and still maintain authority.
- Did not evaluate the services and programs, to refine them or discover reasons to discontinue them.
- Did not keep in mind that all they do has a bearing upon profits for the company.
- Did not provide a complete variety of services and programs reaching the majority of employees.
- Lacked the quality of communicating property, salesmanship and tolerance in dealing with associates.
- Got bogged down with so-called professional terminology, semantics, paper shuffling, and minor details.
- Were unable to operate the department as a business and all of its facets: personnel, accounting, finances, organization, legal ramifications, supervising, priorities, goals, promotion, communications, etc.
- Let personal interests take dominance over other interests of the group.

Even though there are pitfalls difficult to overcome, the position has considerable challenge for the ambitious person. A challenge, when conquered, places the individual in a most favorable light with his or her management, and creates a feeling of great personal satisfaction and achievement. ■



Developing the Employee Association

*by Dave Stapf, CESRA
Ashland Oil Company*

When I was employed by Ashland Oil, Inc. in October 1975 as physical fitness supervisor, Ashland had an inhouse fitness facility, and a well established fitness program, but no formal recreation program. Recreation was handled through the area personnel representatives for funding and other assistance, and a few services were handled by the credit union.

One of my first decisions was to join some national organizations to establish some lines of communication with other firms with similar programs. I chose to affiliate with the American Association of Fitness Directors in Business and Industry and National Employee Services and Recreation Association (at that time known as NIRA).

In 1976 John C. Greene became the Ashland area personnel manager and inherited the recreation responsibilities. Greene was and continues

to be a firm believer in recreation and employee services as a sound vehicle of employee relations.

Upon learning of Greene's interest in recreation, I contacted him, offered him my assistance, and sent him *Recreation Management* magazine and the *Keynotes* newsletter. Those of us who have had the pleasure of working with John Greene appreciate him as the personification of the adage of "... if you want a job done, give it to a busy person." Although Greene was extremely busy with his other responsibilities, he studied *RM* and *Keynotes* in depth, and learned about the programs and associations that other companies had implemented, and recognized that this would work efficiently in Ashland as well.

Greene immediately went to work gathering information and documenting the need for an association. Greene also enlisted the assistance

of experts in their respective fields from Ashland's tax, law and accounting departments to begin the task of assembling the letter of incorporation to be submitted to the state and writing a constitution and by-laws that would be both workable and compatible with Section 501C(4) of the Internal Revenue Service code under which exemption from payment of income taxes could be obtained.

A reception was held in August 1978 to launch the Ashland Tri-State Recreation Association, Inc. (ATRA). Several key members of senior management and approximately twenty-two employees from all levels of employment, who had been involved in recreational activities in the past, were invited to this reception. From this meeting evolved the Policy

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IDEAS CLINIC



by
**Melvin C. Byers, CESRA
NESRA Consultant**

Q One of the problems I face is constantly being asked by my superiors to prove the values and results of an employee services program, and especially the activities we offer our people.

A You are not alone in this constant appraisable exercise directed to most all elements of personnel. However, I must agree your sector of industrial relations seems to inherit the greater scrutiny and questionable attention.

One company hired a graduate student of mathematical analysis and an industrial psychologist to appraise and attempt to prove the worth of the service offered. After many months of research the only sensible and worthwhile conclusion reached was that it is most difficult, if not impossible, to obtain any valid statistics to evaluate the intangibles. It also becomes difficult to separate the causes and effects of services, which directly or indirectly bear upon the objective outlined for employee services.

Services covers all terms such as employee morale, communications, management by objectives, job incentives, and so on, and are far too involved and complicated. The successes or failures in any one phase of personnel administration might be traced to just one employee, one supervisor, or one top executive, company policies with union involvement, poor pay or working conditions, or in the offering of fringe benefits. All have a bearing on not only your sector of personnel, but the entire personnel department's effectiveness.

Therefore, when an evaluation of employee services is undertaken, we must go much deeper into every operation of management and most always this is too hallowed ground to tread upon, at least for your benefit. My advice is let those who desire such statistics be asked to determine what they really want, and then institute the study themselves or hire technicians in research, as we are neither trained nor qualified for these kinds of

professional assignments. Should there come as a result of an all industrial statistical study of universal proof concerning employee services, I hope we will be the first to receive the good or even the bad news.

Some of my colleagues in the personnel administration profession are the most harassed and frustrated employees of their managements. Many of the conditions concerning employee relations involve intangibles. Some of the intangibles are associated with other personnel or management factors and to surface them in management meetings often creates waves of criticism and disbelief, if not downright discontentment and hostilities. Therefore, the personnel administrator finds himself or herself in a most critical and lonely position.

Generally, supervisors are selected for their knowledge of the area for which they were trained or have experience. It is difficult to educate every supervisor or executive in training courses of personnel handling. The professional personnel director has spent as much or more time in personnel administration study than many of his management personnel have in their fields. Unlike engineering, accounting, production techniques, and so on, the personnel executive finds he or she has some amateur personnel experts who have their own opinions for serving and working with personnel.

One of the elements to overcome these obstacles is the ability to sell and influence others. Therefore, it almost requires a background in salesmanship and considerable sales approach, plus research facts to get results. But, like all situations requiring a sales effort, the prospect can contrive more negative reasoning for rejection than positive attitudes to acceptance. We, like good salespersons, must continue to try various methods of salesmanship to win them over, because employee services is realistically new to personnel and its management. Like introducing a child to walk, it takes many attempts and many falls before the first step is accomplished. ■



ANNOUNCING

**National Employee Services &
Recreation Association**

**41st Annual Conference and Exhibit
Hyatt Orlando
Orlando, Florida
May 13-16, 1982**

Complete registration form on reverse page and return to:

**NESRA • 20 N. Wacker Drive • Suite 2020 • Chicago, IL 60606
(312) 346-7575**



Registration

The 41st Annual NESRA Conference and Exhibit Hyatt Orlando—Orlando, Florida May 13–16, 1982

Data

Name (Print) _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____

Phone (____) _____ Number of Employees _____

Status: CESRA ☐ CESRL ☐ New Member (Since 6/1/81) ☐

Number of previous National Conferences attended _____

Names of others in your party _____
for cross reference—submit separate registration forms

Expected date of arrival _____ Departure _____

PLEASE FILL IN AS YOU WOULD LIKE YOUR BADGE TO APPEAR

Common First Name _____

Full Name _____

Organization _____

City, State _____

Registration Packages

—IMPORTANT—
CIRCLE YOUR CATEGORY

(Fee includes group meals and social functions)

	Prior to April 1, 1982	After April 1, 1982
Delegate—NESRA member	\$160.00	\$170.00
Non-member delegate	\$180.00	\$190.00
Associate Members not exhibiting	\$250.00	\$275.00
Commercial attendees not exhibiting	\$275.00	\$300.00
Spouses	\$ 80.00	\$ 90.00
Student Attendees	\$ 85.00	\$ 95.00
Retirees	\$ 75.00	\$ 85.00
Children	\$ 65.00	\$ 75.00

Please include your check payable to: National Employee Services & Recreation Association. Advanced registration cannot be accepted without full payment in advance. You may register at conference time but with some inconvenience to you.

Mail checks and registration to: NESRA, 20 N. Wacker Dr., Suite 2020, Chicago, Illinois, 60606

Cancellation . . . Full registration will be refunded if cancellation is received postmarked no later than May 2, 1982. After this date full refund cannot be guaranteed. No refunds will be made unless request is filed before June 20, 1982.

NESRA's 1982 Annual Conference and Exhibit May 13–16, 1982 Orlando, Florida

Program at a Glance

Thursday, May 13, 1982

7:30 AM–11:00 AM	Board of Directors Committee Meetings
8:00 AM– 7:00 PM	Registration
11:30 AM– 1:30 PM	Board of Directors Meeting
2:00 PM– 2:30 PM	Speakers, Chairmen, Vice Chairmen Orientation
2:00 PM– 2:30 PM	Familiarization to NESRA and the Conference
2:00 PM– 3:00 PM	Spouses' Reception
3:00 PM– 4:30 PM	CONFERENCE OPENING AND GENERAL SESSION
5:00 PM– 7:00 PM	Exhibit Hall Grand Opening
7:15 PM	Evening Event

Friday, May 14, 1982

7:00 AM	Exercise Session
8:00 AM– 9:00 AM	Regional Breakfasts
9:15 AM–10:00 AM	Concurrent Sessions
	a) Employee Assistance Programs
	b) Employee Associations
	c) Computer Utilization
	d) Student Session
10:15 AM–NOON	Strategy Session—Informal Discussions
12:15 PM– 1:45 PM	Management Luncheon
2:00 PM– 2:45 PM	General Session—Physical Fitness

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Friday, May 14, 1982

3:00 PM— 3:45 PM

Concurrent Sessions

- a) Communication, Part I
- b) Beginning Fitness
- c) Adult Education

4:00 PM— 4:45 PM

Concurrent Sessions

- a) Communication, Part 2
- b) Advanced Fitness
- c) Rental of Facilities

5:00 PM— 7:00 PM
7:00 PM

Exhibit Hall Open—Wine & Cheese Reception
On Your Own

Saturday, May 15, 1982

7:00 AM

Fun Run

8:30 AM—10:30 AM

Exhibit Hall/Open Continental Breakfast

10:45 AM—11:30 AM

General Session—Volunteers

11:30 AM— 1:00 PM

CESRA/L Luncheon

11:30 AM— 1:00 PM

Lunch on your own

1:00 PM— 1:45 PM

General Session—Liability

2:00 PM— 3:30 PM

Annual Meeting

3:30 PM— 5:30 PM

Exhibit Hall Open

6:15 PM— 7:00 PM

Presidents' Ball Reception

7:15 PM

Presidents' Ball

Sunday, May 16, 1982

7:00 AM

Exercise Session

9:00 AM— 9:45 AM

Concurrent Sessions

Success Stories

10:00 AM—10:45 AM

Educational Session: To be announced

11:00 AM—12:30 PM

Closing Brunch/Exhibitors' Door Prize Drawings



"The Challenges of Expanding Horizons"

*A Conference that will provide information
to meet the challenges faced by NESRA and the
expanding field of Employee Services and Recreation*

"Press On"—the theme for the 1979 Annual Conference & Exhibit held in Rochester, New York. At that time, we faced the need to work harder at gaining recognition for our profession. Recognition not only from management but also increased public awareness. Though these programs have been in existence for many years, they had not been, in many cases, accepted as a part of sound business management. The need was there to continue to improve, develop, justify and progress toward bigger, stronger and more meaningful programs.

"A Fiesta of Action: Growth, Service & Value"—the theme for the 1980 Annual Conference & Exhibit held in San Diego, California. The largest Conference & Exhibit held in the history of our association showed evidence that we were coming of age. Growth was evident in the attendance. Service was evident in the wide variety of topics that were addressed in the educational sessions. Value was evident in the increasing awareness our field was receiving from the business community. Enthusiasm abounded, dedication grew.

"Employee Services & Recreation—Its Economic Impact" the theme for the 1981 Annual Conference & Exhibit held in Chicago, Illinois. Our 40th year of existence. In San Diego, we were coming of age; in Chicago we arrived. More businesslike approaches were being used in the administration of employee services and recreation programs. These activities began to play an integral role in the development of the fast growing human resources field. Related areas in the human resources field have become more and more involved.

"The Challenges of Expanding Horizons"—the theme for the 1982 NESRA Annual Conference & Exhibit to be held in Orlando, Florida May 13–16. We've made progress but now we must maintain this progress—we must maintain our momentum in order to continue to meet the needs of the workforce of today.

Today's workforce is quite different from the one that

helped industry grow and expand in years past. There are more college educated employees than there ever were before. There are more female employees than there ever were before. We are moving toward a predominantly younger workforce as the era of the baby boom represents a large portion of today's and tomorrow's workforce. The employee of today craves to become more involved, share responsibility and to contribute in the decision making process. A paycheck is no longer the sole motivator for the average worker.

Today's workers want self-fulfillment—something that the field of employee services and recreation can help to provide. Our programs can broaden the employees' interests in a meaningful way. We can also help them through these difficult economic times by providing discount products and services. We can provide programs that will enhance their physical and mental capabilities. We can help them interact in settings away from the work site, which in turn help them to communicate and understand each other when they return to their jobs.

Our field is a diverse one which in itself presents challenges to Employee Service and Recreation professionals. There is virtually no limit as to the types of programs that we can and should offer our employees. This is already evidenced by the many excellent and successful programs currently being conducted by the NESRA membership.

Meeting the many challenges ahead in the field of employee services and recreation will not be easy—no challenge ever is. But, through the knowledge and experience gained by attending NESRA's 41st Annual Conference and Exhibit—by hearing quality speakers discuss topics of concern to you and your job; and by interacting with peers on a congenial and informal basis, you, on behalf of your management and employees, will be better able in the years ahead to meet "The Challenges of Expanding Horizons."

Top Speakers Slated for NESRA Conference and Exhibit

NESRA's 1982 Conference and Exhibit scheduled to be held May 13-16 in Orlando, Florida, promises to present some of the most timely speakers ever to address the NESRA delegation on the topic of Employee Services and Recreation. "The Challenges of Expanding Horizons," theme of NESRA's 41st Annual Conference and Exhibit, is prepared to offer conference attendees a diverse menu of seminars, workshops and educational sessions that will address up to the minute issues in the Employee Services and Recreation field.

Harry Cordellos, nationally renowned blind athlete, will serve as this year's keynote speaker at Thursday's opening session. Using the theme "Yes, We Can" Cordellos' presentation will be both inspirational and motivational as he cites examples from his own life of challenges he's surpassed as a blind athlete. Cordellos received both his Bachelor of Science in Recreation and Master of Arts degree in Physical Education from California State University.

His accomplishments are many: He is a national recordholder in the Marathon for the Blind; a third place finisher in the blind slalom; he completed the triathlon in Hawaii and has been featured in the Cypress Gardens water ski show. A certified water safety and lifesaving instructor, he has served as an aquatics consultant with the Training Conference of the American Red Cross. "Survival Run", a film depicting his sports related accomplishments has won 16 festival awards and his autobiography "Breaking Through" (available at the conference) elucidates them further.

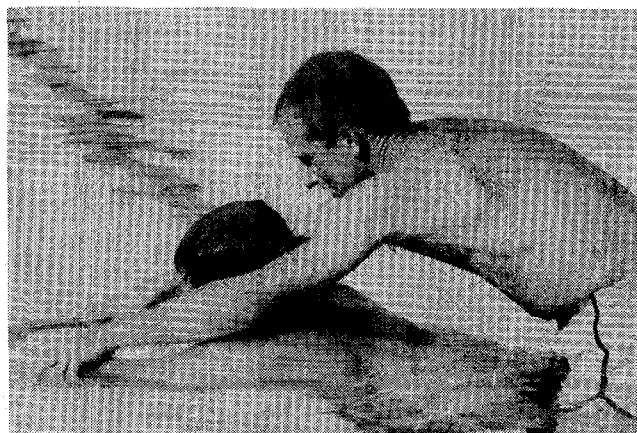
On Friday, May 14 George Sheehan, M.D. will consider the subject of "Coping with Life on the Run." A noted author, lecturer and runner, Sheehan believes that for too long those promoting corporate fitness programs have done so on the basis that they reduce the risk of disease or increase longevity. Instead, he feels, the em-

phasis should be on how fitness can make people feel better and work more effectively right now.

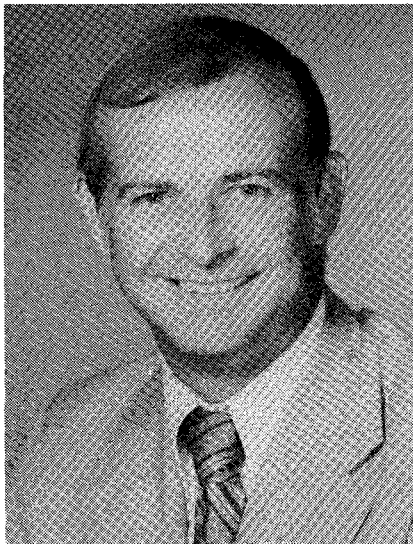
A graduate of Manhattan College, Sheehan attended the Long Island College of Medicine, interned in the U.S. Navy and completed his residency at Kings County Hospital, Brooklyn. An avid fitness enthusiast, Sheehan runs 30 miles per week, competes regularly at distances up to the marathon and has completed the last 17 Boston Marathons.

In 1968 he began a weekly column for the *Red Bank Daily Register* under the title "The Innocent Bystander". In 1970 he started a medical advice column in *Runner's World* and in 1972 became Medical Editor. Four years later he became a columnist with *The Physician and Sportsmedicine*. He is also the author of four books on the subject of running.

Sheehan's session will be followed by one given by William Boone, Field Corporate Relations Director of Allstate Insurance Company, who will address the NESRA



Nationally renowned blind athlete Harry Cordellos (right), keynote speaker for NESRA's 41st Annual Conference and Exhibit, demonstrates a swimming technique to a blindfolded volunteer.



William Boone



George Sheehan, M.D.



Dr. Tony Marshall

delegation in a workshop entitled "Communication Techniques: Reach Out and Sell Someone." The two part series is aimed at educating listeners in developing communication skills toward management, employees, the press, and community organizations. Also included in this workshop will be exercises in techniques utilizing video equipment.

An 18 year employee of Allstate, Boone has worked in every functional and staff department in the company's organization. He served as Public Affairs Manager in Allstate's Mid-South region and was named the company's first Zone Public Affairs Manager in 1974, in which he was responsible for coordinating public affairs activities for 14 states and the District of Columbia.

In addition to the establishment of the Field Public Affairs Program, Boone was co-developer of an innovative Confrontation Training seminar, which deals with effective handling of stressful and disruptive organized actions against corporations by community/consumer groups. He also is co-developer of the company's Media Training program, which provides "on camera" or "press conference" experience for all media situations.

He is the winner of the Public Relations Society's highest award, a Silver Anvil, and the Publicity Club of

Chicago's Golden Trumpet Award for development of Allstate's employee volunteerism program, "The Helping Hands Club."

Dr. Tony Marshall, Associate Dean and Chairman of the Division of Hotel and Food Service, Florida International University, will be featured in a session on Saturday when he confronts the topic of "Practicing Reasonable Care in Your Programs." Risk, negligence, planning and liability will be among the points touched on in this talk concerning the preparations and precautions Employee Services and Recreation professionals should make when planning employee activities.

Dr. Marshall received his Bachelor of Science from the University of New Hampshire and his Doctorate and law degree from Syracuse University. He has been a visiting professor at Michigan State University and the University of Massachusetts; a Hotel, Restaurant and Institutional consultant; and an officer in the U.S. Air Force. As a specialist in hotel, food service, dietetic and nutritional law, he has addressed national associations, corporations, colleges and universities throughout the country on topics pertaining to hospitality and food service law. ■

The Battelle-Columbus Fitness Center Program

*an evaluation by William D. Hicks, Edward C. Hilbert
and Robert S. Pfahler*

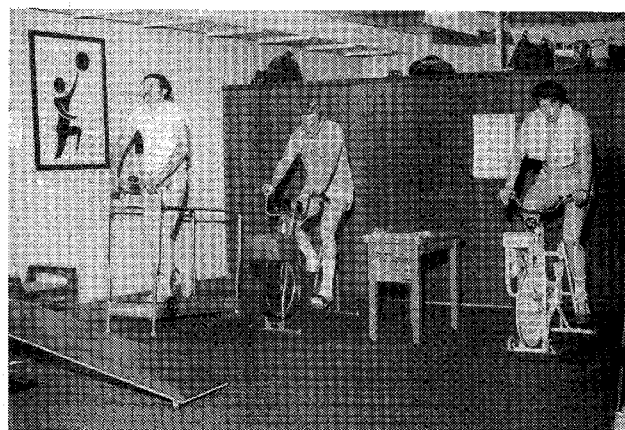
Battelle Memorial Institute, a pioneer in the field of contract research, was founded in 1929 in Columbus, Ohio. Today, Battelle is the world's largest independent, nonprofit research organization, with major research centers in Columbus, Ohio; Frankfurt, West Germany; Geneva, Switzerland; and Richland, Washington. The Columbus Division is the original and largest component of the Institute. Its 3,000-plus staff members work on research in many areas such as synthetic fuels, space systems, nuclear technology, and transportation.

In 1938, an interested group of staff members formed a committee to organize a social/athletic program on a cost-incurred basis. This started the Battelle-Columbus staff activities program. Their action proved to be the foundation for establishing Battelle's Fitness Center. Progressing from a one-room operation in 1972, the Fitness Center now offers a comprehensive physical fitness program designed to improve the cardiovascular efficiency, strength, and flexibility of the approximately 600 members it serves. Each person who joins the center pays a \$5.00 monthly membership fee. The current fee provides for locker/shower room facilities and towel service, and defrays about 50 percent of the operating costs.

Upon enrolling in the fitness program, members are required to complete personal health history and family health history forms as part of a cardiovascular risk factor screening process. Those whose histories reveal that exercise may be inadvisable are referred to their personal physician for permission to enroll in the exercise program.

In a preliminary series of tests, the Fitness Center staff measures member's resting pulse, pulse recovery, resting blood pressure, dominant hand strength, flexibility, and body composition. Although these tests are not prerequisite to entering the program, the staff strongly recommends that members complete the preliminary testing. With these measurements, the staff is then able to prescribe specific exercise programs. The objective is to improve heart rate and cardiorespiratory efficiency (i.e., efficiency of the heart, lung, and circulatory systems).

The exercise programs may include stationary cycling, weight lifting, walking/jogging, and flexibility exercises. Each year the Fitness Center staff retests the members as a means of monitoring their progress and gathering pertinent data to update their fitness profiles.



In addition to the testing and prescribed exercise programs, the Fitness Center sponsors PULSE (People Utilizing Life Saving Exercises) in conjunction with the Columbus Central YMCA. Offered twice a year, PULSE consists of two testing sessions which measure participants' body composition, strength, flexibility, and physical work capacity. After the first test series, participants follow a group exercise program outdoors. At the conclusion of the 10-week program, participants are retested to determine their progress.

Evaluation

Fitness is fast becoming an integral part of the American lifestyle. Over the past decade, fitness facilities in the public and private sectors have increased dramatically. Now, the latest entry on the fitness scene is the employee fitness program. An employee fitness program in the workplace appears to be convenient and provides

Battelle Fitness Center

(Continued from previous page)

a pause from the rigors of the job while improving the health and well-being of the members.

However, during these times of tight budgets, few companies seem willing to accept the positive benefits of fitness programs on faith alone. As a supporter of employee fitness, Battelle management asked for a controlled study to examine the cost-benefits of Battelle's Fitness Center program. The Fitness Center staff defined three objectives for the study. One objective was to profile the members—secure descriptive information about those who join the Center (e.g., what are their jobs, ages, weights, heights, resting heart rates, etc.) The second objective was to determine whether Fitness Center attendance affects absenteeism. That is, do members who work out at the Fitness Center have less absenteeism than those who don't use the Center? Finally, attitudinal responses were desired in answer to such questions as "How would fitness members feel if Battelle did not provide the Fitness Center." Would they be less relaxed during the work day, feel less physically fit, feel less productive in doing their jobs, or feel less satisfied with their jobs?

To help answer these questions, a questionnaire was sent to the members of the Fitness Center. Of the 582 questionnaires sent, 352 were returned (a 61 percent return rate). Some general characteristics of this group are described below:

- Sixty percent of the respondents were men, with the majority being in the managerial and professional job classes. Specifically, 27 percent of the male members held managerial/supervisory positions and 41 percent held professional research positions. Of the female respondents, 43 percent held secretarial/clerical type positions.
- The average male member was 36 years old, 5'9" and weighed 179 pounds. The average female member was 33 years old, 5'4-½" and weighed 139 pounds.
- Sixty-three percent of the fitness members did not smoke. Nineteen percent permanently quit smoking in recent years. And most of those members who did smoke, smoked one pack of cigarettes per day or less.

In one part of the questionnaire, members indicated how often they use the Fitness Center facilities, when they most often arrive at the Fitness Center, how many minutes they work out, and what activities they engage in most frequently. The average male member, it was found, used the Fitness Center facilities twice a week from 11:00 a.m. to 12:00 noon, and worked out 45 minutes, either running, jogging, walking, or using the weights. The average female member used the Fitness Center about 1-½ times a week from 11:00 a.m. to 12:00

noon, and worked out 36 minutes, either running, jogging, walking, or doing calisthenics.

To better understand how Fitness Center attendance affects absenteeism, the Fitness Center staff divided the members into three groups. The staff also randomly selected a control group of Battelle staff members who were not Fitness Center members. Specifically, the groups were as follows:

- (1) *Nonparticipants*—members who had not used the Fitness Center facilities
- (2) *Low adherents*—members who used the Fitness Center once or twice a week
- (3) *High adherents*—members who used the Fitness Center three, four, or five times a week
- (4) *Control group*—a random sample of Battelle staff members who were not Fitness Center members but whose demographic profile was comparable to the other three groups.

To determine whether Fitness Center attendance affects absenteeism, the Fitness Center staff obtained 1980 absenteeism records for the Fitness Center members and control groups. Only those members who joined the Fitness Center in 1979 or earlier were included. This allowed members to experience potential health benefits from physical activity before measuring their degree of absenteeism. The results are shown in Figure 1. When the Fitness Center staff combined the "low adherents" with the "high adherents", the average was 5.7 days absent. When they combined "nonparticipants" and the "control group", the average was 8.5. This is a difference of approximately 2.8 days.

It is interesting to note that a recent University of Toronto study found a decline in absenteeism of 2.5 days per year per employee after starting a fitness program. (Peepre, Mall, "The Canadian Employee Fitness and Lifestyle Project", Athletic Purchasing and Facilities, Vol. 5, pp 10-22, 1980.)

What does this mean to Battelle from a dollars standpoint? In calculating Battelle's saving in absenteeism costs by having the Fitness Center, the staff had to make some assumptions. For example, it was assumed that the members who filled out the questionnaire were representative of the entire Fitness Center membership and that when staff members were absent, no people were hired or transferred to take their places during this time. After finding participation rates in Fitness Center activities, salaries, and number of days difference between staff members who frequented the Fitness Center and those who didn't, the staff calculated the total savings to Battelle in reduced absenteeism costs. Total savings amounted to approximately \$150,000 per year. This may represent the minimum savings. Other data were collected for studies of possible savings due to a reduction in medical benefits claims, fewer visits to health services, or lower staff turnover.

(continued on following page)

Battelle Fitness Center Program

(Continued from page 23)

In another part of the questionnaire, members responded to items that include the phrase "If Battelle did not provide the Fitness Center", followed by the phrases "I would be less relaxed during the work day", "I would be less physically fit", "I would not continue to exercise at my present rate", and so on. Members indicated their agreement or disagreement with these items on a 6-point scale, where 1 = strongly disagree, 2 = moderately disagree, 3 = slightly disagree, 4 = slightly agree, 5 = moderately agree, and 6 = strongly agree. The results showed that if Battelle did not provide the Fitness Center, members would be less relaxed, less physically fit, and would not continue to exercise at their present rate. The Fitness Center staff views these results with some degree of skepticism. But the low average scores for "I would leave Battelle" makes them more believable, since these responses clearly reflect that members place high value on their association with Battelle regardless of whether such facilities are available or not.

Future Events

The Fitness Center staff was pleased with the results of the membership survey. The favorable attitudes and opinions expressed by the respondents indicate a high degree of satisfaction with the current operation. A similar survey was conducted in 1979, but those results

were not as conclusive or as far reaching. Another survey is planned for the winter or spring of 1982 to gain comparative information about the frequency-of-use rates and comments about facilities, events, and services. The staff will continue to retest members on various physical and physiological measures. The survey and retesting will give some information about how the fitness program affects physical health over time.

As to the future direction of the fitness program, the staff will encourage expansion while giving careful thought to the immediate concerns for improved equipment and facilities and for additional support staff. The Fitness Center staff will maintain the existing close working relationship with graduate students from the Work Physiology Laboratory of Ohio State University. This cooperative arrangement has been beneficial to both the graduate students and the Fitness Center staff. Plans are to cultivate this relationship still further.

The Fitness Center staff will continue working with Battelle's Health Services Department. With its help, one goal will be to begin designing a preventive medical program to enhance the means for early detection of cardiovascular disease. Another consideration will be the staff's effort to expand the health education programs available to the Battelle staff to include smoking cessation, nutrition counseling, and stress management. Each educational program will reinforce a positive image of wellness and lifestyle awareness. ■

ASSOCIATE PROFILE

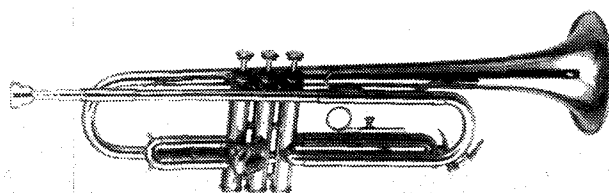
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The Contributions of Employee Services and Recreation to Organizational Performance

a study by Harold C. White, B.S., M.S., Ph.D.

There is a general lack of substantive research concerning the impact of personnel administration, including employee services and recreation, on organizational performance. The following are reasons offered for this lack of research: the small size of personnel administration departments limiting the opportunity to conduct research; a general lack of organization performance data against which to measure the impact of personnel programs; the difficulty of identifying and measuring personnel administration activities and their impact on the organization; and the low expectation of the contributions of personnel administration practices to organizational performance by management in many organizations.

In a pioneering review of the personnel literature, Barclay suggested criteria for measuring the success of employee services and benefits:

- number or percent of employees participating in service activities.
- number or percent of employees expressing satisfaction with employee services.
- number of employee criticisms and suggestions on services.
- proportion of quit rate attributable to long service workers.
- monetary cost of services activities—cost per employee.
- number of applicants seeking employment with the organization.

A review of the personnel administration literature indicates the surveys and research about employee services and recreation are generally ignored. Even less information is available concerning their relationships to employee satisfaction and performance, and organizational cost effectiveness and productivity.

Management, therefore, lacks adequate data on which to determine programs their employees would

like or the impact of specific programs on employee performance. Lacking substantive data, management, and for that matter labor union leaders, generally demonstrate little sensitivity to the true wants of employees. Although organizations provide benefits and services that have the potential for contributing to employee satisfaction and job performance, surveys have demonstrated that employees are generally poorly informed of the programs available to them.

Recreation and Organization Effectiveness

There is convincing evidence of a need for more healthful practices for employees, but the positive results of recreation programs are more difficult to document. In one study, while there was significant improvement from an organized running program in heart rate recovery and loss in body fat, there was no significant change in employee job performance as measured by earned commissions, or in employee satisfaction with work, pay, promotion, or coworkers. General Telephone and Electronics has found that fitness programs contributed to reduction in the cost of health related claims, but not the total number of claims.

The generally positive but inconclusive data are well expressed in an article from the *Wall Street Journal*:

Whether wellness programs will improve productivity and increase corporate profits is uncertain, though initial efforts look promising. Metropolitan Life studied two groups of employees at its Canadian head office and found that 100 employees involved in a fitness program each averaged 4.8 sick days in a year while members of a control group who did not take part averaged 6.2 days absent. Marvin Kristein, an economist working at the National Institute

(continued on following page)

Employee Services and Productivity

(continued from previous page)

of Health in Bethesda, Maryland, created a model suggesting that the average white-collar company would save about \$446,000 in medical costs per 1,000 employees annually by helping them reduce disease factors in their lives. But even Mr. Krstein admits, "We really don't have the hard numbers. Many businesses are doing it on faith."

Nonetheless, there are firms that have made strong commitments to programs and are willing to wait for long term results: Kimberly-Clark has invested \$2.5 million in facilities for a health-management program that covers 2,400 salaried employees at a cost of \$500 annually per employee and which is expected to achieve "significant annual savings" in about ten years.

Recreation and Management Commitment

This writer conducted a survey among senior personnel directors selected from the American Society of Personnel Administration membership directory. Three hundred sixty-six personnel administrators, 166 executives, and 320 line managers in a variety of industries from throughout the United States responded to the survey.

It was found that personnel directors desire more involvement by the personnel department in most per-

sonnel activities than is desired for the personnel department by either the executives or line managers.

Specific to our subject, the personnel directors ranked recreation and social activities fifteenth in importance among forty duties analyzed. Executives placed recreation and social thirty-first and line managers placed it thirtieth. The wide gulf separating the groups of respondents on recreation and social was one of the more obvious areas of disagreement in perception of the personnel activities.

Thirty-six of the forty activities were classified under six functional headings: identifying, obtaining, developing, retaining, adjusting, and measuring. The retaining function, which includes recreation and social activities as well as wage and salary administration, incentive/merit programs, retirement, insurance benefits, vacation/leaves, food service, tickets for athletic/social events, safety/OSHA, in-house medical service, and buildings/grounds security, was ranked second by the personnel directors, but the executives and line managers ranked it last among the six functions. The personnel directors indicated this function should be given relatively more attention than it has received in the past, while the line managers believed it deserved less attention.

Approximately 60% of the personnel directors believed that the personnel department should be involved in the policy formulation, providing advice and providing service to management for recreation and social activities, while 50% believed the personnel department should be involved in the control of activities. This is in contrast to the approximately 40% of both executives and line managers who believed the personnel department should be involved in policy and advice, and the 50% who believed they should be involved in service; 34% of the executives and 25% of the line managers believed the personnel department should be involved in control. Eight percent of the personnel directors and 15% of both the executives and the line managers believed that the personnel department should not be involved in any way with recreation and social activities.

Recreation and Employee Effectiveness

This author has also studied the perceptions of personnel administration activities by operative employees. Employees in three firms, a bank, an electronics manufacturer, and a specialty goods manufacturer, were asked to indicate their awareness of thirty-eight personnel administration activities conducted in their organizations, and the extent that they believed the duties had an effect on their job satisfaction and on their job performance.

Employees of higher performing units in each of the three organizations reported greater awareness overall of the personnel activities than did the employees of the lower performing units. Higher performing unit employees also reported more overall positive satisfaction and

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more positive influence on their job performance as a result of the personnel activities. In general, the more respondents, from both high performing and low performing units, reported they were aware of their employer's investment in the personnel activities, the more they expressed satisfaction with the activities and the more they believed the activities had a positive effect on their performance.

These results are consistent with self-report studies found elsewhere. Employees consistently indicated the personnel activities as being the most effective investments for their firms, (i.e., the employees reported that the amount of satisfaction and the return on perceived performance were equal to or greater than the amount they believed invested by their firms), were human resources planning, recruiting, selection, training, wage and salary, incentive pay, and morale surveys. These were the most cost effective personnel activities as reported by the employees.

Personnel activities that were indicated as being the most efficient in providing satisfaction and in positively influencing performance, no matter how much or how little was perceived as being invested by the firms, were orientation programs, training, medical insurance, safe working conditions, and vacations and holidays.

There were three personnel activities that respondents from each firm reported had no positive effect on their satisfaction or performance. These activities were food service, suggestion systems, and recreation/social activities. These activities were either the least responsive to investment by the firms, or were ones for which management had provided little investment.

In two of the three firms, the bank and the specialty goods manufacturer, the employees perceived that their firms invested less in recreation/social than they did in most other personnel activities. The specialty goods manufacturing firm employees perceived that their firm invested less in profit sharing, counseling, and retirement benefits, than they did in recreation/social. As a consequence, satisfaction with recreation/social was relatively low, with only profit sharing and counseling contributing less to their satisfaction and performance. In the bank, the results were similar, with the employees reporting that the amount they perceived their firm invested in recreation/social was exceeded by all other personnel activities except recruiting, medical services, food service, and morale surveys. Only medical service and food service were less satisfying to the employees, and only food service and morale surveys were believed to have less positive effect on their job performance.

More disturbing results from the standpoint of recreation/social advocates were found in the responses from the electronics manufacturing firm. The employees reported that the amount invested in recreation/social was perceived to be exceeded only by that invested in

medical insurance. However, even with this perceived high commitment by the firm, the employees believed that recreation/social had little positive effect on their satisfaction or performance relative to the other personnel activities. For satisfaction, employees reported that only recruiting, food service, layoff practices, and affirmative action/EEO had less positive effect; for performance, they reported that only food service had less positive effect.

Recreation and a Challenge

As noted, there is little published, documented data to justify the cost effectiveness of recreation and service activities. Documentation has always been a weakness of most, if not all, of the personnel activities. As businesses become more concerned about productivity, and as inflation and foreign competition continue to erode profits, all specialties in personnel administration must be prepared to defend their activities in terms of their contributions to increasing costs and productivity.

If the professional in service and recreation is to be successful in promoting these specialties, it is necessary to identify the wants of employees and to demonstrate that the programs can contribute to the firm's performance and profits. ■

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NEWS IN BRIEF

Recreation Equipment Offer For Seniors

For the 45 million Americans over the age of 55, collecting coupons from Post Cereals and Sanka Brand Decaffeinated Coffee could mean free bicycles, tennis rackets, golf sets or any one of 50 pieces of quality equipment for their community club, retirement village or elderly center.

Post and Sanka Brand are teaming up to make this offer nationwide through senior citizen organizations as part of a "Golden Age FUN 'n FITNESS" campaign to foster healthy, active lifestyles among the older population. The Golden Age program is an extension of the already successful junior Post FUN 'n FITNESS program which enables schools to receive free athletic equipment.

Proof-of-purchase seals from Post and Sanka Brand packages can be exchanged for recreation equipment specially selected to meet the needs of senior citizens. The offer ends June 30, 1982. Equipment is earned through a points system. Proof-of-purchase seals vary in value from two to four points depending on the size of the product package. Each item of equipment has a designated point value, which allows participants to set seal collecting goals. For example, jump ropes, exercise mats and softball bats require from 300 to 400 points each, whereas exercise cycles, golf clubs and golf bags can be obtained for 1,500 to 2,000 points each.

Collecting seals can be fun and challenging to the imagination. Community groups might stage flea markets where goods are bought with seals; sporting tournaments for which seals are the entry fee; or a senior citizen organization might place collection barrels in strategic locations—supermarkets, shopping malls or on street corners.

For additional information, call the following toll-free numbers: 800-435-7678 (excluding Illinois); or 800-892-1869 (Illinois only).

"Airfare Watchdog" Lists Best Air Costs

Aimed at saving thousands of business travel dollars, "Airfare Watchdog" is a new and much-needed feature of *Travel Smart for Business*. The "Airfare Watchdog" tells subscribers the lowest airfare on over 200 routes monthly and what airlines they must fly to get these minimal fares.

For example, a day coach flight from NY to Cleveland on TWA is \$79. The same day coach on United Airlines is \$45—43% less.

Will travel agents get their clients these lower fares? They will if they can. But with the proliferation of rates, travel agents are swamped. They have their hands full just getting business clients booked and ticketed. They are physically unable to shop rates.

However, *Travel Smart for Business* subscribers armed with the "Airfare Watchdog" can request specific flights, fares, and airlines to effect these dramatic savings.

The "Airfare Watchdog" is now a standard feature of *Travel Smart for Business*, America's foremost business travel newsletter. Included also in each monthly issue is bottom-line information on barter for airfare, hotel stays and other travel necessities; the facts on business travel bargains as well as ripoffs. The basic concept of *Travel Smart for Business*, which carries no advertising, is to provide the business person with unbiased, vital help in controlling travel costs.

Travel Smart for Business is pub-

lished by Communications House, Dobbs Ferry, NY 10522, publishers of *Travel Smart*, an independent consumer travel newsletter.

Subscription price for *Travel Smart for Business* is \$96/year. This includes the "Airfare Watchdog."

An Exercise Poster To Help Count Calories

True, or false?

*You use more calories swimming than you do jogging.

*Exercise will prevent a heart attack, even if you eat a lot of saturated fats.

*The more you exercise, the more protein your body needs.

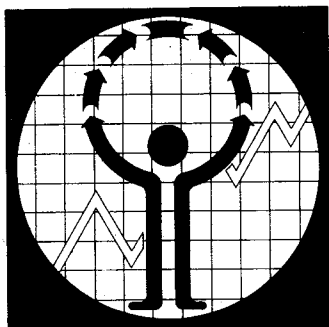
According to the Exer-Guide, a colorful new poster designed to illustrate the health benefits of exercise, the answer to all three questions is "false."

In over 40 activities, ranging from sleeping to dishwashing to marathon running, the Exer-Guide details how many calories each exercise uses per hour as well as the health benefits derived from physical activity. The unique poster was developed and released by the Center for Science in the Public Interest (CSPI).

The Exer-Guide emphasizes the importance of aerobic exercise and eating well, and highlights the hidden benefits of exercise. For example, most people know that exercise strengthens the heart and muscles. But the mind can be positively affected by exercise, too. According to the CSPI poster, exercise can alleviate moderate depression and in-

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Fitness/Health Bulletin



**Richard M. Brown, CESRA
Texas Instruments, Inc.
NESRA Vice President
Fitness and Health**



The Exercise Prescription: What Does It Mean?

In beginning any exercise program, the question that seems to come up most frequently is "how much exercise is enough?" In order to answer this question, you have to get more specific and ask "how much exercise is enough *for what purpose?*" This is precisely the question the exercise prescription should answer. It should direct each individual participant, whether in an individual or group program, toward a sensible and rewarding exercise program that will help achieve *individual* fitness goals.

Anyone ever involved in directing a fitness program knows full well the problems of trying to integrate a group of people, all of varying degrees of fitness and interests, toward the common goal of fitness. You can not put everyone on exactly the same program. It's not safe, enjoyable, or conducive to the program.

As a basis upon which to build an exercise prescription, you need to first gather data. Information on present health status, fitness habits, and personal preferences can be obtained through health history questionnaires, fitness level assessment tests, evaluations from personal physicians, and personal interviews. The

program you prescribe will depend upon the individual's needs, goals, health and physical status, available time, and facilities and equipment available.

Once you have evaluated this information, you can get on with the actual exercise prescription. There are certain basic principles that every exercise prescription, no matter what its purpose, must adhere to. These include mode, intensity, duration, frequency, and progression. It is how these principles are applied that will differ from person to person.

In this article, we will be discussing exercise prescriptions for healthy adult participants; that is, those without any symptoms of coronary heart disease, whose general purpose is to increase their fitness levels and feel better. For this purpose, a general all-round fitness program based heavily on aerobic exercise should be implemented.

Each class should begin with 10–15 minutes of warm-up: static stretching and muscle conditioning exercises to increase flexibility, reduce the chance of musculoskeletal injuries, and gradually ready the heart and muscles for the next phase of the

class—the aerobic or endurance activity. This phase includes activities involving large muscle groups designed to increase heart rate to some prescribed level. This is the phase of the program that will be discussed throughout the majority of this article.

After this 15–60 minute period, there is a 5–10 minute cool down period, including activities of diminishing intensity to bring the heart rate down slowly. It is also wise to include a bit more stretching to prevent any tightening up of muscles used in the previous aerobic activity.

Now let's delve into the principles of the exercise prescription which apply to the aerobic phase of the class.

MODE

As mentioned before, this involves endurance activities which use large muscle groups and which have moderate to high energy costs. These include such continuous activities as walking, jogging, bicycling, swimming, dancing, and cross country skiing. Of course, the one you pre-

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FITNESS/HEALTH BULLETIN

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scribe will depend on the facilities and time the participant has to work with, as well as the participant's present fitness level and personal preferences.

It will do no good to prescribe a jogging program to someone who dislikes jogging or who is not in good enough physical condition to begin a jogging program. In a group situation, sometimes the best thing to do is to let them try as much of a variety of activities as possible and then let them choose from them. I would also recommend steering clear of activities which promote competition between participants. Try to make the activities as enjoyable as possible.

FREQUENCY

A minimum of 3 days a week is necessary to develop cardiovascular respiratory endurance and show significant changes in percent body fat. When first starting out, 3 days a

week—on alternating days—is usually the best recommendation. Monday, Wednesday, and Friday classes work well. Once the muscles, joints, and cardiovascular system have adapted, 3–5 days is more optimal. This means participants will have to be encouraged to exercise on their own on some days of the week outside of class.

What about exercising more than 5 days per week? If a person is really enjoying his program and has progressed slowly up to 5 days per week, it probably will not hurt him to exercise more than 5 days. But for the average adult taking an exercise class, the amount of improvement that one would get from the added days is minimal and probably not worth the added effort unless competition is involved, and the possibility of injury increases with the added days (especially with joggers).

INTENSITY

Prescribing the proper intensity of the exercise workout is probably the most important, and most difficult factor. You have to determine how strenuous the workout should be and you need to have a method to monitor this. One commonly used method is the "talk test". If you can not carry on a conversation during your workout, you're going too fast and need to slow down.

A better way of quantifying exercise intensity is to utilize the training heart rate range. By taking a certain percentage of the individual's maximum heart rate (Max HR), you can prescribe a heart rate range for him to work within. His heart rate should stay within this range, no higher or lower, for the entire duration you have recommended.

You're probably wondering where Max HR comes from and what percentages to use. If the individual has had a maximum stress test, you will have an accurate idea of what his Max HR is. In the stress test, the individual is exercised until he has to stop due to fatigue or discomfort. The heart rate at which he stopped would be his Max HR. If you are not fortunate enough to have this for the participant, you have to estimate it.

The formula $220 - \text{Age} = \text{Max HR}$ has been accepted as a good estimate. Now, you take a percentage of this Max HR to determine at what heart rate range you desire him to work. The percentage will vary anywhere from 60–90% of the Max HR, and will depend upon the individual's present fitness level. A less fit person should work at a lower percentage than someone who is more fit.

Let's try an example of this. A relatively inactive 35 year old wants to start a fitness program. His Max HR would therefore be $220 - 35 = 185$ beats per minute. The percentage I would choose for him to begin with would vary from 60–70% of his Max HR. His range would therefore be $111 - 130$ beats per minute ($.60 \times 185 = 111$ and $.70 \times 185 = 130$). I would want him to get his heart rate up to at least 111 but not let it go higher than 130.

Participants should take their heart rate (using 6 or 10 second counts) periodically during their workout to be sure that they're staying within their prescribed range. This is very important—especially at first—because most people tend to overdo it. They think they have to hurt in order for it to be doing them good. All participants should know why they're taking their heart rate, as well as how to monitor it themselves. If they know they're working at this range, they're more likely to adhere to your recommendations. This will also help them understand why their range is different from someone else's.

DURATION

The duration of the exercise session will vary depending upon the initial fitness level of the individual, as well as the intensity of the activity, but should generally be anywhere from 15–60 minutes. (Note that this is the duration for the aerobic workout; and does not include the warm-up or the cooldown time). If the intensity is high, the duration can be shorter and if the intensity is low the duration should be longer.

The total amount of work (energy cost) accomplished in the workout is the primary factor for fitness devel-

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opment. For most individuals you would encounter in a beginning fitness program, you'd be best to start them on a program of low to moderate intensity (60–80% Max HR) with a duration of 15–30 minutes. After the first few weeks, the duration may be increased to 20–45 minutes if the participant is progressing normally with no complications.

As you can see, the intensity and the duration have to be balanced for each individual. One way to tell if you've got the proper mix is that there should be no undue fatigue an hour after the completion of the exercise session. If there is, then the intensity or the duration, or both, should be decreased.

PROGRESSION

This has been mentioned to some extent in the discussion of intensity, duration, and frequency. In order for a participant to increase his fitness level there must be a progressive overload. The work done must gradually get harder in terms of intensity, duration, and/or frequency. The rate of this progression is dependent upon the individual's present aerobic capacity, health status, age, needs, and goals.

Generally, you want to start them out slowly with lots of stretching, light calisthenics, and low level aerobic activities to minimize muscle soreness and the chance of injury or discomfort. Remember that older and less fit individuals will need more time to progress.

After a few weeks, gradually increase the intensity and duration and even the frequency of the workout. Use heart rate as an indicator of whether or not it is time to increase the intensity. If the person is doing the same activity that they've been doing and their heart rate is not getting up to their target range, they need to speed up (increase the intensity). Participants need to know this so they can help monitor themselves. It will help keep them motivated (they'll be able to see, as well as feel, their improvement) and it will help make your job easier.

There is a lot more that can be said

about exercise prescription than what we have covered here (see for example, American College of Sports Medicine's *Guidelines for Exercise Testing and Exercise Prescription*, 2nd Edition, Lea & Febiger, Philadelphia, 1980). What I hope you understand is that *it is* possible to manage an exercise class full of individuals of different fitness and health levels and not have everyone doing the same thing.

With the use of exercise prescription, you can individualize a group program. You can have everyone stretch and warm-up together but then work at their own individual exercise prescription—under your supervision—during the aerobic part of the class. It may require a bit more of your time for each class, but the time will be well spent in helping everyone achieve their fitness goals in a fun, safe and comfortable manner. ■



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NEWS IN BRIEF

(continued from page 28)

crease self-esteem.

Exercise can also delay or prevent many "natural" changes that usually occur with aging, such as reduced physical endurance, slowed reaction time, loss of muscle strength, and loss of bone mineral.

The Exer-Guide highlights over 40 activities by starring those that are aerobic, such as swimming, skipping rope, and bicycling; those that are the best strength-builders, including karate and weight lifting; and those that help develop body flexibility, such as aerobic dancing and yoga.

The poster is available for \$3 (\$6 laminated) from CSPI, Box 3099, Washington, DC 20010. Prices for bulk orders are available upon request.

Everything You Need To Know About Golf

Debates continue about which sport is the world's most popular. Is it baseball? Soccer? Football? A strong case can be made for golf. If popu-

larity is measured by the literature, then golf is the clear winner; more words have been written about golf than about any other sport.

Sorting through all this literature is now easier with *The Sourcebook of Golf* by Don Kennington. The book is essentially a bibliography, but it is much more than a list of materials about golf. Each major section (on such topics as the history of the sport, great players, how to play the game, etc.) is preceded by a lively overview. These overviews are laced with insightful, often humorous vignettes from the works that follow.

The resources listed in *Sourcebook of Golf* are drawn from throughout the English-speaking world, with a good balance between U.S. and British publications, as well as those from Canada, Australia and New Zealand. An appendix on collecting "golfiana" is included, along with complete title, subject and author indexes. *The Sourcebook of*

Golf is available from The Oryx Press, 2214 North Central at Encanto, Phoenix, AZ 85004.

Retirees Guide to Retirement Housing

Lucid and informative, *The \$100,000 Decision* by Robert Irwin focuses on the ramifications of the new one-time \$100,000 tax exclusion, now available to Americans 55 and older who sell their family homes (McGraw-Hill, 188 pages, \$14.95).

Subtitled *The Older American's Guide to Selling a Home and Choosing Retirement Housing*, this comprehensive work presents a thorough examination of the personal, financial, and emotional factors involved in the decision to sell. In clear, easy-to-understand language, the author explains the details of the new tax

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ASSOCIATE PROFILE

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In 1977, four former baseball coaches came out with the Diamond Baseball. Only four years later, Diamond Baseball is now the official ball for all NCAA championships. We're also the official ball for the PAC-10, (Yes! Arizona State, USC, UCLA, etc.) . . . the official ball for the Southwest Conference, (Yes!, Texas, Arkansas, Texas A & M, etc.) . . . the official ball for the Ivy League, (Yes, again! Yale, Harvard, Dartmouth, etc.) . . . and many, many others!

Now Diamond has applied to the softball the same quality control techniques and low overhead marketing procedures that took it from inception to the most popular baseball in America. Consistent quality is our theme. You get great feeling seams with no high or low spots. Our unique manufacturing process keeps the D100 and D200 round and firm throughout several games. Our special gluing style keeps the covers from slipping and

sliding. And the weight is consistent within seven grams of each other.

We have an on-going testing plan. Before we entered the softball market, the D100 and D200 were independently tested by various California recreation departments in Anaheim, Carson, Gardena, Los Angeles county and more.

Suggestions from their recreation leaders have gone into the final development of the D100 and D200. Diamond is continually testing in its quest to develop "the perfect softball." We test for longevity and liveliness, roundness and hardness, seamwear and coverwear.

Diamond's goal is to provide the best softball and baseball at the lowest price. We've slashed the price of manufacturing and marketing, and our ball lasts longer because double durability equals double savings. We have two products—the baseball and softball—so we'd better be good!

We're not just another softball. We're DIAMOND.

Now, Diamond Baseball and Softball Co., Inc., a new Associate member offers NESRA members a special price on its products through April 1, 1982—\$38.50 per dozen balls ordered. For further details or to place an order, call or write Jim Galcera, Diamond Baseball Co., Inc., P.O. Box 637, Los Alamitos, California, 90720. Phone: (213) 431-3536. ■

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PRESIDENT'S WORD

(continued from page 5)

NESRA offers Associates three vehicles that can help to carry a supplier's message to individual company program planners. Associate membership provides an opportunity for maintaining continued visibility with NESRA company members. It allows a supplier to develop an affinity with the entire membership as well as show a sincere interest in the field of employee services and recreation programs. Although NESRA headquarters cannot sell suppliers' products and services for them, it can provide the opportunity for exposure to the entire market.

Associate member suppliers should also keep in mind that NESRA pub-

lishes a professional journal that is dedicated specifically to the needs and interests of the Employee Services Manager. *Employee Services Management* magazine is an excellent medium for advertising your products to these important program planners. It is the only magazine specifically published to reach this particular market.

NESRA also hosts its annual Conference and Exhibit each spring which draws employee services coordinators from all points of North America and beyond. At this conference, suppliers have the opportunity to display various products and services and to talk directly to the people who will be interested in learning more about their services. For more than 40 years, the annual NESRA Conference and Exhibit has allowed its members the opportunity to meet, discuss and learn

how they can help one another. (This year NESRA's annual Conference and Exhibit will take place May 13-16 in Orlando, Florida. For further details see pages 15-21 or contact NESRA headquarters.)

The relationship between NESRA and its associate members is indeed a unique one. It is an arrangement that provides company members with new and stimulating ideas as well as providing reputable suppliers with a lucrative and profitable market.

If you would like additional information regarding NESRA associate membership, advertising in *Employee Services Management Magazine* or exhibiting at NESRA's annual Conference and Exhibit please do not hesitate to contact the NESRA headquarters. By working together we can make NESRA work for everyone.

Developing the Association

(continued from page 13)

Committee and the Activities Council of ATRA.

The Policy Committee is composed of four members of senior management and the president of the Activities Council. The recreation coordinator is an ex-officio member of this committee and serves as secretary. This standing committee is consulted for guidance and directions.

The Activities Council is composed of 12 employees; four from each of three geographical districts. Each member serves a two year term of office with half the members elected annually. The officers are elected from within this group. This council meets monthly to make decisions on the individual club and league budgets, new programs, and other pertinent matters. The council meets immediately after work and a light dinner is provided at ATRA's expense.

Immediately after the ATRA organizational meeting, the position of Physical Fitness and Recreation Supervisor was created and I was promoted to this position. A membership drive was also conducted at this time by sending applications and a 200-item interest survey to the homes of the 3,500 Ashland employees in ATRA's service area.

Within two months, ATRA had more than 2,000 members. Although there are no dues for ATRA membership, each club and league charges a membership fee based on the needs of the activity. ATRA membership is required for participation in any of the activities. ATRA pays, on the average, 50% of the costs of each activity.

As I stated earlier, Ashland Oil has an exercise facility, but this is not a part of ATRA; it is considered an extension of the health care program for employees. ATRA activities include clubs for fishing, bridge, euchre, photography, flying, radio controlled models, singles, running, self-defense, men's and women's industrial softball, skiing, classic films; leagues for volleyball, softball, ten-

nis, golf, basketball, and bowling; and a women's auxiliary.

Services include discount plans for theme parks, sale of tickets to Cincinnati Reds and Bengals games, and ticket sales for local cultural events. Since the organization of ATRA, total services and activities have increased by 300%.

As Supervisor of Physical Fitness and Recreation for Ashland, my work load is divided between the exercise facility and the recreation program. With the exception of clerical assistance, which I share with the personnel manager's group, there is no other paid staff.

Each club and league has its own elected officers which address the day-to-day needs of each activity while I, as Recreation Coordinator, serve as the liaison between the activities and the company. It is clear that volunteers are the backbone of our association. The president of each club and league is ATRA's guest at the ATRA annual meeting and is recognized for his or her service at that time.

ATRA has no facilities of its own. In order to secure fields, gyms, etc. for league play, we contract with local schools. Wherever possible, company cafeterias, auditorium, and conference rooms are used for club meetings. A black and white dark-room has been built into a portion of otherwise unused space in one of the office buildings.

ATRA serves Ashland Oil not only by serving the employees, but also by providing a means of documenting monies spent on the employees—a deduction for the company—and also provides a legal buffer by being an independent non-profit corporation and by carrying specific liability insurance to cover any and all activities under ATRA's administration.

Overall, I think ATRA can be considered a success from both the company's and the employees' points of view. The employees enjoy the many activities and services provided while the company enjoys happier, healthier, more productive employees that good employee services help provide. After all, isn't that what employee associations are all about?

NEWS IN BRIEF

(continued from page 32)

law, using many examples to clarify and amplify the various aspects.

Irwin provides authoritative answers to a number of perplexing questions: When should one sell? How should the money be invested? How does the law work? What kind of housing should be chosen to replace the family home? He describes both the advantages and the problems of different types of retirement housing—such as condominiums, apartments, mobile homes, retirement villages and hotels, and health-care institutions.

Complete coverage is given to many diverse topics, from planning the sale at the right time to qualifying for the \$100,000 tax exclusion to allowing for the effects of inflation on retirement dollars. Of particular interest is the chapter for self-evaluation that enables the reader to determine the best home for his or her personal situation, in terms of cost, location, size, and other essential considerations. ■

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NESRA CALENDAR

Drop in on fellow NESRA members when in the area. Check the "NESRA Calendar" before you travel.

Anchorage Industrial Recreation Council/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson CESRL (213) 354-5367 or Jim Mowery (213) 840-4077.

Capital Area Recreation Council/Austin, Texas. Meets on the fourth Wednesday of the month. Contact Bo Brooks—(512) 250-6382.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Frank Chico—(312) 431-4586.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Beverly Grover—(614) 463-9545.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets every other month starting with January. Contact Carol DuBose—(214) 634-4534.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CESRA—(513) 227-5938.

Employee Services and Recreation Orange County/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CESRA—(714) 732-2432.

Denver Metro Industrial Recreation Council/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Laura Davis—(713) 754-5825.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CESRA (301) 977-0529.

Long Island Industrial Recreation Directors Association/Nassau-Suffolk County, New York. Meets monthly. Contact Chester Baumgartner, CESRA—(516) 575-2269.

Greater Bridgeport YMCA Recreation Council/Bridgeport, Connecticut. Meets on the third Tuesday of the month. Contact Jesus Cerrilla—(203) 334-5551.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets on the third Thursday of the month. Contact Jayne Epperson—(612) 456-2841.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Anne Cox—(212) 398-2460.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

Rockford Area Services Association/Rockford, Illinois. Meets on the third Tuesday of the month. Contact Laura Miller—(815) 964-4671.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CESRA—(714) 238-6865.

Seattle Metropolitan Industrial Recreation Chapter/Seattle, Washington. Meets on the last Wednesday of the month. Contact Darrell Gosh—(206) 621-6869.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CESRA—(419) 475-5475.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Frank Ortega—(301) 871-2316.

National Conference and Exhibit

41st Annual NESRA Conference and Exhibit will be held May 13-16, 1982, Orlando Florida. For further information contact the NESRA office (312) 346-7575.

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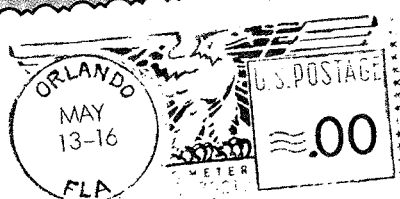
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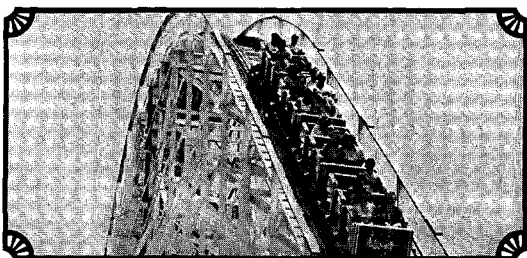


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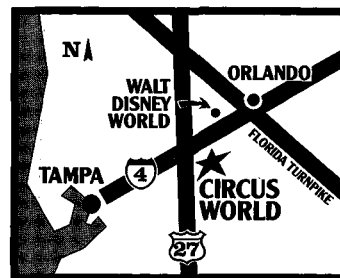
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The National Employee Services and Recreation Association, NESRA, (formerly the National Industrial Recreation Association, NIRA), is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Employee Services Management* is only one of many services included in NESRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

Employee Services Management

JOURNAL OF EMPLOYEE RECREATION

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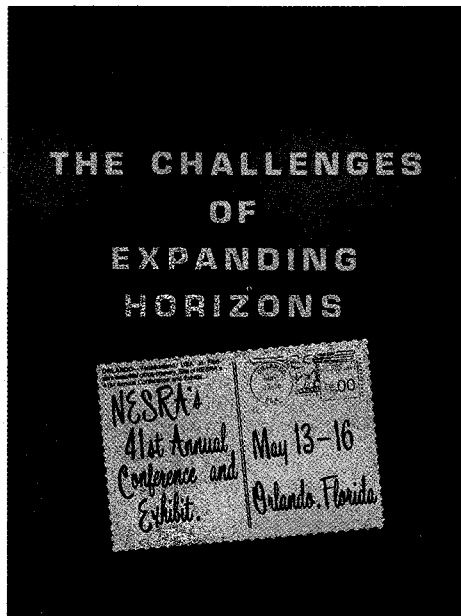
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In This Issue . . .

NESRA's 1982 Conference and Exhibit scheduled for May 13-16 in Orlando, Florida, offers one of the most comprehensive conference programs ever. Sessions this year will include such diverse topics as the pros and cons of the employee association; setting up an employee assistance program; and utilizing computers in your program. For details on these and other educational sessions and activities scheduled for this year's gathering refer to our "Program at a Glance" which begins on page 27, immediately following the delegate registration form on page 26. You also won't want to miss the message from NESRA President Kenneth Wattenberger (page 5) which addresses the topic of our upcoming conference.

The vital role of the Employee Services Administrator is the topic of our lead story this month by Personnel Staff Specialist Marge Flynn of MIC/QUASAR. In her story on page 12, Ms. Flynn describes how the understanding and support of her companies' management for her paid professional position has played a vital role in the success of MIC/QUASAR'S employee program. ■



The American Cancer Society thanks you. Your employees thank you. Their families thank you.

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Employee Services Management

JOURNAL OF EMPLOYEE RECREATION

HEALTH AND EDUCATION

formerly RECREATION MANAGEMENT

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Journal of the National Employee Services and Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee services, recreation and fitness programs are essential to effective personnel management.

SERVICES & ACTIVITIES

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Con-tests—Five are conducted annually to stimulate participation in employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Free Clerical Services—Provided by NESRA for intra-membership communication.

Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NESRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

The NESRA President would like a word with you

... about our 41st Annual Conference and Exhibit

What facets of employee services and recreation, personnel or fitness are you concerned with on behalf of the employees of your organization? Does your company have an employee assistance program or an employee activities association? Would you like to implement one or make the one you have more effective? What about adult educational programs offering after hours classes of personal interest to your employees?

What community relations activities are your employees involved in? Blood drives? Ride-sharing programs? Campaigning for the United Way? Have any questions on awards programs, employee recognition, budgeting or clubs? Fundraising, company stores, publicity or travel? These topics and more are among the many to be addressed at NESRA's 41st Annual Conference and Exhibit to be held in Orlando, Florida, May 13-16.

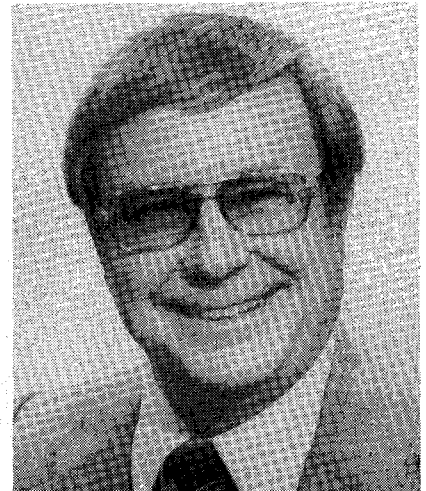
Who should attend? Any individual concerned with the building of positive employee morale—personnel in the field of employee services, employee recreation, personnel, employee relations, health and fitness; students, military personnel, volunteers of employee activity clubs and other individuals interested in availing themselves of unique ideas on building and maintaining a high degree of employee morale for their organizations.

There's much to be gained by participating in NESRA's Conference and Exhibit and this year's wide scope of educational sessions offers more reasons to attend than ever before. Today, with America's productivity and employee morale at such dangerously low levels, employee services and recreation activities have taken on a new importance in management's attempts to build positive employee relations.

These programs have shown to be instrumental in opening lines of communication, recruiting and retaining valuable employees, curbing absenteeism, promoting employee leadership and responsibility, providing recognition and helping to develop a strong sense of employee pride and loyalty to the company—all factors that can significantly affect any organization's bottom line.

NESRA's results oriented professional development sessions are geared toward assisting the professional or volunteer administrator in the planning, organizing, promoting, justifying and administration of an effective employee services and recreation program. A number of pertinent topics will be discussed by professional leaders with years of experience who can share with you their expertise in this rapidly growing field.

To complement the fact-filled educational sessions scheduled for this



**Kenneth C. Wattenberger, CESRA
Lockheed Employee Recreation Club
1981-82 NESRA President**

year's conference will be the NESRA exhibit hall where some 100 exhibitors will provide delegates with a vast array of stimulating employee services and programming ideas. Representatives of sporting goods and sportswear manufacturers, resort properties, auto rental companies, convention and visitors services, travel programs, health and fitness equipment and programs, amusement parks, family entertainment centers, and a variety of merchandise resale programs, will be available to discuss unique ideas that can help you initiate an employee services and recreation program or

(continued on page 30)

The Employee Services and Recreation Administrator:

FULFILLING A VITAL ROLE

by Marge Flynn, Personnel Staff Specialist
Matsushita Industrial Company

Today, the average company's workforce is composed of workers from many different ethnic backgrounds. Through their involvement in recreation activities, our employees have managed to overcome some barriers by becoming acquainted with co-workers through company sponsored sports and social activities. Production and office workers have also met and developed friendships by participating in these activities.

Our communications, recreation and services programs have helped to develop a healthier company environment, decrease absenteeism and labor turnover and to promote employee pride, interest and loyalty. These programs have helped to gain us the reputation of being a nice place to work by providing timely internal

communications and building employee morale. They have helped our employees to attain the high quality and productivity for which we are known.

A successful employee services program must have total management support. We are fortunate to have this commitment from the highest level of our companies and throughout the management ranks. The continued interest and involvement of our company presidents, Richard Kraft (MIC) and Alex Stone (QUASAR) have been recognized by our employees and have become an integral part of our program's success.

Nicholas (Nick) Demas, MIC Director of Personnel and Administration, stresses the importance of total

management support with the following comments:

"Employee services programs without management sensitivity to the needs of the employees can become demotivational, counter-productive and result in poor return for the company's investment."

"In order to ensure overall effectiveness of these, as well as all personnel programs, management must play a very active leadership role. Programs covering employee needs must be reviewed at all levels of the organization and supported with the same interest level as is given to the development and achievement of business plans and objectives for the year."

"Failure to evaluate the effectiveness of implemented programs

(continued on page 8)

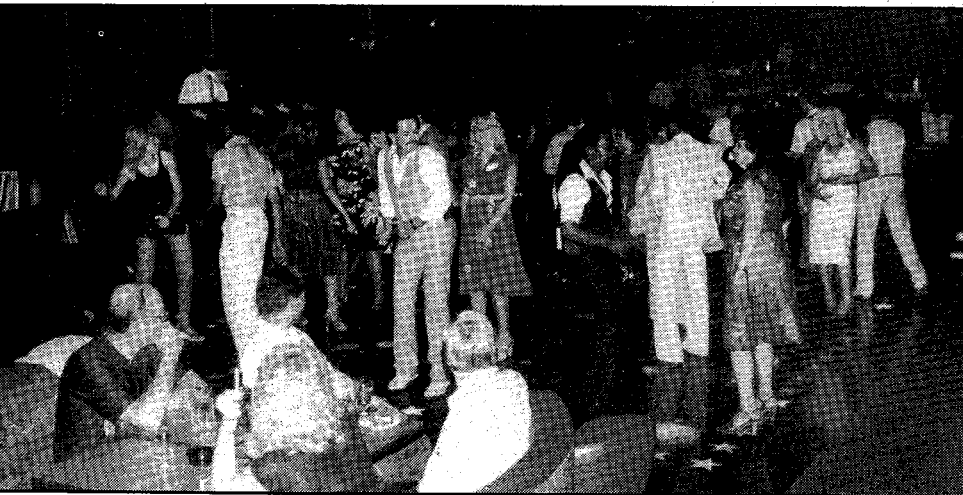
Marge Flynn is a Personnel Staff Specialist at Matsushita Industrial Company (MIC), manufacturer of consumer electronics, located in Franklin Park, Illinois. MIC was originally part of QUASAR Electronics Co. In 1979, QUASAR Electronics was split into a manufacturing company (MIC) and a sales company (QUASAR). The two companies share facilities.

Ms. Flynn has been with the company for 5½ years, 3½ in her current

assignment as coordinator of employee communications, recreation and selected service programs. In that capacity, she serves as editor of the newsletter and coordinates an extensive and diverse recreation program for approximately 2,500 Matsushita and QUASAR Employees. In addition, she directs selected employee services such as an annual blood-mobile, car pool referral service, the MIC service award program, the United Way campaign and other special projects. She also serves as a

director of the employees credit union.

Ms. Flynn began her involvement in communications and recreation as a volunteer—first, while employed as a secretary at a major airline and later to a greater extent while working at a school for handicapped children. She has also been a travel agent. After joining Matsushita, she became actively involved as a member of the MIC/QUASAR Recreation/Press Volunteer Club. This combination of experience led to her present position.



A well-rounded program of professionally administered employee activities is MIC/QUASAR's key to positive employee morale. Among those sponsored by the companies are an annual fashion/variety show (top left), the annual picnic where employees can register (top) for valuable doorprizes (above), and a variety of other social activities like the companies' bowling league banquet.

Fulfilling A Vital Role

(Continued from page 6)

periodically can result in employees' possible disinterest and may affect their accomplishments which affects achievement of company objectives. Therefore, to achieve maximum results in all personnel programs, management should possess the highest degree of awareness to the needs of the employees, regardless of their day to day business pressures."

"Selection of a key coordinator of communications and recreation programs is extremely important," he continues. "The individual designated by the company to coordinate these programs must have the highest degree of sensitivity to the needs of all employees and must work extremely well with top management and the employees to achieve the desired results. Failure to designate an individual with a high interest level in these areas can be counter-productive in that the programs will never effectively be accomplished, regardless of financial resources available."

Another necessary requirement for a successful program is volunteer involvement. Our volunteer force has increased from 35 to 76 employees within a three-year period. The volunteers form the MIC/QUASAR Recreation/Press Volunteer Club, headed by a president, vice-president, secretary and sports board of directors. The coordinator serves as advisor and business coordinator of the club.

In addition to helping organize and monitor recreation activities, the volunteers also serve as reporters for the newsletters, thereby permitting us to keep in touch with all employees. This total coverage is achieved by volunteer representation in just about every occupational group and department in our companies.

It would be impossible to offer programs of such magnitude as ours without the dedication and loyalty of our volunteers. However, there must be a full-time person with an ear to the employees and management to serve as the coordinator of the many

activities. This person can also be a catalyst to make things happen; thus, showing the employees that the company is interested and cares enough to improve and add to existing programs.

The duties of this person may vary in other organizations. In many cases, communications and recreation are two separate functions but a dual role can prove to be beneficial by complimenting each other.

The following is a list of objectives and a brief overview of the programs administered by the coordinator of employee communications, recreation and selected services at MIC/QUASAR.

OBJECTIVES:

- Serve as a liaison between management and employees by administering the "Please Ask" program
- Keep lines of communication open between management and employees and among employees by providing timely communications in the newsletter and on bulletin boards
- Build employee morale by developing, promoting and implementing a variety of physical, social, cultural and service programs to include employees at all levels and age groups
- Bring people of different ethnic, racial, socio-economic backgrounds and areas of interest together socially to promote a feeling of community
- Extend the feeling of community and company pride to retirees and employees' family members and friends by inviting their participation
- Develop creative and leadership abilities by encouraging volunteers to participate and take responsibility for selected recreation programs
- Give each employee a feeling of individuality and importance through recognition in the newsletter or on a more personal basis
- Ensure high quality facilities and services used for outside events

through research and personal visits

- Determine and allocate balanced distribution of financial support for the programs
- Offer opportunities for employee discounts through group purchases of tickets, group membership in outside clubs and group outings and travel

COMMUNICATIONS

The "Please Ask" program gives the employees an opportunity to ask questions, offer comments or complaints on a confidential basis. Two part forms may be picked up at several locations in our facilities. The top half is used for the question, comment or complaint and the bottom portion for the employee's name and department number.

After the form is completed, it is placed into a "Please Ask" box (two in Production area, one in Administration) for pick up by the coordinator, who sends the top portion only to a manager most qualified to reply. The reply is sent to the coordinator for transmittal to the employee. All questions, comments and complaints are reviewed by personnel management to ensure that appropriate action has been taken. Since the coordinator is the only person to see the form in its entirety, the name of the sender remains anonymous.

Our twice-weekly newsletter is inexpensive, but effective. It is printed in-house on an 8½ × 11 two sided-sheet in a variety of colors to fit the season or a special occasion and is illustrated by appropriate clip art. The editor composes, types and distributes the newsletter throughout the facilities on Tuesdays and Fridays, usually just before lunch or breaktime.

Written with all employees in mind, the newsletter features company announcements, people in the news, human interest stories, service award recognitions, retirement stories, recreation news and sports leagues recognition, product information, letters from customers, health and safety tips, classified ads, and so on. If a co-worker is hospitalized, the name of that person and hospital address

is published, encouraging others to send a greeting card. Future issues will include a "letters to the editor" column. Occasionally, we publish a survey to determine the newsletter's effectiveness and to invite new ideas. We stress, "This Is Your Newsletter", thereby, promoting employee involvement.

SPORTS PROGRAM

The intra-company basketball, bowling, golf, softball, skiing, tennis and volleyball groups, sponsored by the companies, include over one third of our workforce with all department and occupational groups represented. We also participate in in-

dinator makes arrangements for the banquets and orders individual trophies for first and second place teams. We also hold an annual golf tournament and banquet, open to all employees.

A top management representative and the coordinator attend all banquets to distribute the trophies and congratulate the sports teams; thereby, showing company interest and promoting future participation. Dancing to recorded music provided by a production foreman, who doubles as a volunteer disc jockey, has made our banquets fun and something special to look forward to.

The sports program also includes an annual week-end ski trip by way of chartered bus to such places as Wisconsin or Iowa.

SPECIAL EVENTS

Three special events are held annually—the family picnic, the employee fashion/variety show and the Christmas Kiddie Party. All of these activities have been instrumental in promoting the family atmosphere and boosting morale. Again, top management is present at these events.

Over the past three years, the attendance at our picnic has increased from 800 to 2,500 without a significant increase in the workforce. Each year, a specific theme is used such as country & western, county fair, Hawaiian, etc. This theme is carried out in the decorations, attire, music, menu and games. Each committee member is identified by a hat representative of the theme.

The day's activities include organized games for children and adults, ponies & a petting zoo, live entertainment, bingo, horseshoes, softball, volleyball, continuous dancing to recorded music, contests and prize drawings. The refreshments include fried chicken, beer, soft drinks, coffee, popcorn and snow cones.

The overall cost of our picnics is surprisingly low which is attributed to careful planning and the cooperation of our hard-working volunteers. An indication of the magnitude of the



The "Petting Zoo" is a popular attraction for children attending MIC/QUASAR picnics. Here employees' children wait their turns to meet their friends of the animal kingdom face to face.

At the beginning of each year, the coordinator prepares and posts a calendar of events showing dates and times of activities and events for the entire year. This enables the employees to plan participation in their areas of interest. The calendar is updated when new events are added.

Bulletin boards are placed throughout the production and administration areas and are constantly updated by the coordinator. Company announcements, employee benefit bulletins, calendars of events, cafeteria menus, and recreation bulletins are posted as well as any photographs taken at sports activities or special events.

Pictures of employees are also posted as a means of recognition such as, winning a quality slogan contest, service recognition, etc. The posting of photographs has taken the place of having them included in our newsletter, thereby allowing more space for the news.

dustrial bowling and tennis leagues. At the beginning of each season, employee sports activities are promoted in the newsletter, inviting all employees to register for the appropriate sport. Registration forms are distributed by and returned to the recreation coordinator and then given to a volunteer designated as commissioner of the particular activity, who calls a team selection meeting. The bowling, golf and tennis leagues each have their own officers.

Team uniforms are ordered and distributed by the coordinator. In many cases, it is the coordinator's responsibility to seek out and contract a suitable playing location such as a gym for basketball/volleyball or a softball field since we do not have company facilities.

Each sports season is brought to a close at an individual awards banquet, held at a local banquet hall or country club. The recreation coor-

(Continued on page 10)

Fulfilling A Vital Role

(Continued from page 9)

cooperation is the fact that it has not been necessary to hire outside service people.

The initial arrangements are made by the coordinator and officers of the Recreation/Press Club. A special meeting is held to discuss the plans and club members volunteer as chairpersons to individually organize each picnic activity and event. It is the chairperson's responsibility to recruit volunteers to work in the specific area. Written progress reports are submitted by the chairperson two weeks before the picnic, for review by the club officers and coordinator.

A final wrap-meeting is held a few days prior to the event to ensure that everything is under control. All volunteers arrive at the picnic grove 2½ hours early to decorate, set up tents, arrange refreshment tables, prepare for sports events and games, etc. Each

volunteer receives a copy of the picnic lay-out and floor plan which is prepared by the officers and coordinator weeks ahead of time during a visit to the grove.

Besides the employee volunteer work at the picnics, it is commonplace to see our company presidents, directors and other management people working at the sign-up table, the bingo tent, the prize booth or in whatever assignment they are asked to cover.

The only problem we have encountered is rain, which has been solved by the rental of several large tents.

The annual employee fashion/variety shows have become a great morale booster. Originally, the shows were strictly fashion shows, held in the company cafeteria with an attendance of two hundred and fifty. At that time, we recruited male and female employees and their children to model fashions provided by local shops. We were fortunate to have a

maximum of fifteen people accept. Our cafeteria "runway" was composed of several desks, covered by carpeting with steps built by our maintenance department. A dinner was served before the show.

After the first two shows, we had outgrown the cafeteria and moved the shows to local banquet halls. By that time, we had discovered our employees possessed talents other than modeling, so we changed the format of our shows to that of a variety show.

Each year, the participation and attendance has grown. Last year, we held our fifth annual show. The capacity crowd of 850 was served a delicious dinner a la Internationale to complement the theme, "Around The World in 80 Minutes". The room was brightly decorated with flags of many countries while ninety-six employees and their children, representing 16 countries and dressed in native costumes, sang and danced to music of their ethnic origin.

The shows are original, written and produced by the coordinator with input from the volunteers. An outside choreographer is hired for dance numbers. In-house rehearsals are held after work hours and on Saturdays. A cast party precedes the show.

As with the picnic, the coordinator and club officers make the initial arrangements and the volunteers form committees and serve as group leaders, seamstresses, hair stylists, make-up artists, hostesses, dressing room attendants, ticket sellers, and so on. The coordinator and cafeteria manager have become a familiar team at the shows as "M.C.'s", being nicknamed the "Ms. Johnny Carson and Ed McMahon of MIC/QUASAR."

The picnic and variety shows are recorded on videotape for viewing in the cafeterias at lunchtime by the employees. Our camera club members photograph the events and pictures are displayed on boards for ordering of pictures at a nominal cost.

Our third special event, the Christmas Kiddie Party, is held at a local movie theatre. For a small rental fee, we have exclusive use of the theatre for four hours on a Saturday morn-



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ing. The fee includes a 90-minute film. Again, arrangements are made and floor plan designed by the coordinator and club officers, and committees are formed by the volunteers. Total control over 1,200 children is maintained by volunteers, dressed as Santa Claus & helpers, clowns, cartoon characters and ushers. Each child receives a gift, song book and candy. Parents may participate in the turkey drawing.

CLUBS

The companies sponsor several special interest clubs & provide in-house meeting facilities. Each of the clubs is headed by officers. Members of the Amateur Radio and Camera Clubs get together to share their common interests and offer their knowledge and assistance to others. The Engineering Club holds a monthly dinner meeting in the cafeteria with a guest speaker in the field of technology. All employees are welcome to attend.

The Recreation/Press Volunteer Club meets in the cafeteria once a month to plan activities. The volunteers are treated to a dinner/theatre outing twice a year by management to show their appreciation. In January the Retiree Club was formed and is off to a good start.

Our most original club was founded quite by accident two years ago. Known as the "Honest Abe & Abbie" Club it has promoted honesty among our employees. Here's how it all began: An employee found a crumpled \$10 bill and brought it to the editor to be claimed by the owner. The next issue of the newsletter carried a flash announcement: "an item of value was found" (naming an approximate location). Within a few days, the owner contacted the editor, saying: "Would that item be a crumpled \$10 bill I lost?" naming the exact location where the money was found. Thus, the money was claimed. Similar situations followed.

Ironically, these instances occurred shortly before Lincoln's Birthday. A newsletter article, which acknowledged this holiday, ended with

the words: "We have a few Honest Abe & Abbies right here at work", commending the individuals for their honesty . . . and, the club began.

We now have 86 "Honest Abes & Abbies" and a standing column in the newsletter for recognition. All members have found and returned such valuable items as, cash, credit cards, signed paychecks, and jewelry. As added recognition, club members are treated to a steak dinner in the cafeteria on Lincoln's Birthday each year. At the luncheon, members receive a certificate of merit and are personally thanked by our company presidents.

The recreation program also includes arts & crafts fairs, oil painting exhibits, vacation planning days, roller skating parties, group outings, group travel, children's coloring contests, recipe contests, biggest fish contests, snap-shot contests and Halloween costume contest. On Halloween, all employees are encouraged to wear a costume for participation in the contest. The personnel manager, receptionist and coordinator (dressed in costume) tour the production and office areas, passing out "trick or treat" candy and judging the costumes. Prizes are presented by Richard Kraft and Alex Stone, our companies presidents.

In the past, we have offered in-plant disco lessons, aerobic exercise classes, and a slim-liners group. Future plans include a physical fitness program and a company Olympics. This year, our volunteers are going to extend their good will by making Easter baskets and delivering them to children's hospitals and orphanages. Senior citizen visits are also planned.

SERVICE AWARDS

Employees with five years of service receive an award of recognition in five-year increments. They may choose from several jeweled accessories, with the type of jewel upgraded every five years.

The coordinator handles the ordering and distribution of the service awards and arranges monthly presentations in the cafeteria where the

employee is presented with the award by the director or manager of his or her department. Coffee and rolls are served at the 9:00 a.m. presentations.

Other selected services under the direction of the communications/recreation coordinator include an annual bloodmobile, car pool referral service and the United Way campaign, as well as special projects.

This position is a dynamic and challenging one for an individual who is interested in people concerned about the company. With well-rounded programs such as MIC/QUASAR offers, a full-time plus person is essential since many of the activities take place in the evenings and on weekends.

In addition to the various communication and recreation programs, MIC/QUASAR provides in-house training programs, educational assistance, National Merit Scholarship program, an employee sales store, an employee credit union, and a volunteer fire brigade.

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NESRA's Professional Recognition Program

by Sue Siwicki, CESRA
CESRA/CESRL Director

It is the National Employee Services and Recreation Association's intention to give professional recognition to individuals whose work in the field of employee services and recreation has been outstanding. Two categories of certification have been established for this purpose: (I) Certified Employee Services and Recreation Administrator (CESRA) and

(II) Certified Employee Services and Recreation Leader (CESRL).

CESRA Objectives:

- a. The establishment of high standards of performance for individuals in the field of employee services and recreation
- b. To make accessible to qualified individuals a procedure for recognition of personal achievement in their profession
- c. To raise the professional status of employee services and recreation administrators
- d. To interest capable young persons in entering the employee services and recreation field

CESRL Objectives:

- a. To recognize outstanding volunteer leaders who have made an exceptional contribution to their employee services and recreation programs
- b. To encourage these leaders to continue their services
- c. To encourage these leaders to involve more people in their programs
- d. To broaden the leaders' horizons through contact with the National Employee Services and Recreation Association publications and services

are available through NESRA headquarters.

Exam

The NESRA certification committee has established an exam for both CESRA and CESRL applicants. The exam will be proctored in the respective Region within the period from June 15th to December 15th. All applicants are required to complete the exam.

Notification

All applicants will be notified regarding the test results no later than 60 days prior to the NESRA Annual Conference and Exhibit.

Recertification

All CESRA and CESRL professionals will be required to obtain recertification every two years. One of the following must be submitted to NESRA headquarters:

- a. An affidavit indicating attendance at the NESRA Annual Conference and Exhibit
- b. An affidavit indicating attendance at a NESRA Regional Conference
- c. An affidavit indicating your teaching a course in Employee Services and/or Recreation

NOTE: Retired CESRA and CESRL professionals will be granted honorary recertification and are exempt from the above requirements. ■

MOVING SOON?

Please let us know nine weeks before you move what your new address will be. Be sure to supply us with both your old and new address, including the address label from your current issue.

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and Recreation Association**
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How to Apply

Applications for CESRA and CESRL, describing eligibility requirements,

IDEAS CLINIC



by
**Melvin C. Byers, CESRA
NESRA Consultant**

Q Our NESRA chapter is planning its meeting programs for the coming months and would appreciate your thoughts on topics of interest we should consider offering.

A To create a membership interest and increase attendance at your meeting some of the following topics might be considered.

- The objectives of an employee services and recreation program.
- How to stimulate interests and participation in programs offered.
- The importance of sharing program costs, plus contributions of employees and managements.
- Recruiting and training volunteers.
- The techniques of recognition and awards development.
- Developing educational and cultural activities.
- Why some programs and activities succeed and others fail.
- How to work with associate members and the benefits to be derived.
- What constitutes employee services and the areas of greatest concern.
- Community relations through employee participation.
- How your programs can benefit both employee and employer.
- Establishing a unified and coordinated physical, mental, and recreational program that will get results.

All meetings should provide a variety of programming ideas, and not necessarily be geared to one subject. We find the meetings which draw the greatest attendance are those that offer at least two ideas that can be put to practice immediately. When the attending representative can return from each meeting with a proposal that benefits the company/association and employees, it is reason enough not to miss a meeting. The meeting agenda accompanied by a reservation form, mailed at least five

days prior to the meeting date is essential. The manner in which the meeting is conducted, making use of all the time, is important.

The meeting place and the time held has quite a bearing upon attendance. We have noted greater participation evolves when meetings are held in choice locations. Luncheon meetings, not exceeding one hour and a half, draw more membership representatives than do evening meetings. Reservations, especially pre-paid, are of considerable value in making luncheon guarantees. Those making reservations, and not attending, should be billed.

Although an inconvenience to the officers, the business portion of a meeting is best conducted during the luncheon period, allowing topic presentations ample time with each report restricted to 15 or 20 minutes—no longer. All presentations should provide copies of their outline, promotional information or full texts at each plate setting prior to the meeting. This allows those participating to take with them printed copies of the subjects covered, who to contact, the details, etc. It also reduces the necessity of taking detailed notes, or trying to remember the information given.

With each meeting providing three to four presentations, one of the presentations should be solely educational, providing topics covering administrative methods, procedures, activities and their related benefits. Other presentations and topics might cover special employee discounts and services offered by associate members, community services with employee involvement, employee continuing education offers, and member companies' invitations to participate in recreational tournaments, contests, leagues, and special events.

The primary purpose and work of the chapter is to serve as a communicative media acting as a catalyst for all phases of employee services. This function involves recreation, physical fitness, service awards, employee discounts for services, tours, merchandise, entertainment, company product sales to employees, intra-company employee communications, community relations, suggestion systems, food, refreshments, parking, employee comfort, extended education, retirees, new employee assistance, and some forms of management training. ■

"... The suggestion system develops a positive climate of employee motivation paying for itself many times over through direct improvement in bottom line profits ..."

Today's suggestion systems are no longer merely complaint boxes on company walls. Nor are they secretive devices through which anonymous employees can air grievances to management. Today, company suggestion systems have developed into communication vehicles aimed at successful business techniques and productive change. Best of all, they serve as a communication vehicle which operates on a limitless natural resource—human brainpower. Cost reduction, waste reduction and improvement of safety, working conditions and product quality are among the most common kinds of employee ideas showing up on suggestion forms today.

In any successful organization, the search for new ideas is an ongoing effort. To assist in this quest, many companies have found formal suggestion systems to be the perfect guide.

According to Paul Bailey, administrator of the suggestion system program at Pacific Gas and Electric Company in San Francisco and a past president of the National Association of Suggestion Systems (NASS), "Suggestion systems are a method of reaping ideas from individuals who are working on the job and who see things that can be done to improve it—either moneywise or safetywise. In a broader sense, a suggestion system is a communication process."

In order to ensure the system's success, it must be carefully planned, organized and administered by competent individuals. Merely tacking up a complaint box does not con-

stitute a suggestion system. Prior to the program's implementation, those developing it must study many aspects of the system including legal safeguards, the overall system design, and the award process. In short, the only suggestion system worth having is one that is both formal and productive.

According to the National Association of Suggestion Systems: an effective, formal suggestion system "ensures the systematic generation, expression, evaluation and implementation of employees' problem-solving ideas. It develops a positive climate of employee motivation, paying for itself many times over through direct improvement in bottom-line profits for private companies and operational efficiency for both private and governmental organizations."

A Blueprint for Success

Ideally, a formal suggestion system should adhere to the following eight steps:

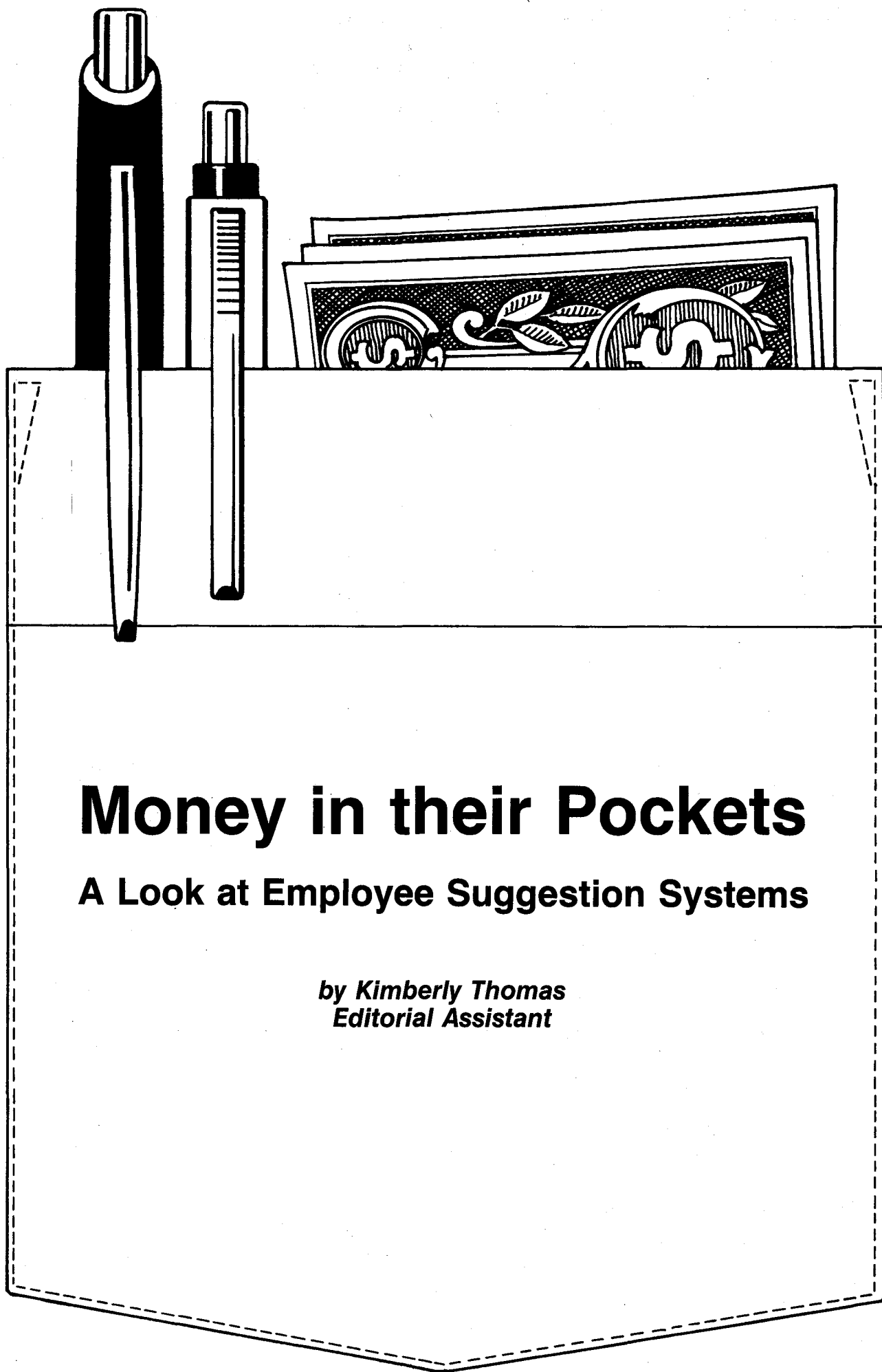
(1) *Determine the staff needed to coordinate and organize the system.* Depending upon the size of the company, either a full- or part-time staff will be needed to handle the overall administration of the program. Larger companies require a complete department to promote, record and obtain feedback on the proposals while smaller companies may simply allocate the administrative duties to an individual as a part of other daily responsibil-

ities.

For example, Allen Bergeron is the Suggestion Plan Administrator for the entire Eastman Kodak Company whose employees number more than 79,000. In addition, each of Kodak's major divisions in the United States and Canada house suggestion offices which employ full-time Suggestion Administrators and clerical support. These people are responsible for handling suggestions on an individual basis. Also involved in the program are suggestion evaluators—either a full-time staff member or a supervisor who would be affected by the proposed suggestion.

(2) *Take legal safeguards.* Ours is a law-oriented society. Because a suggestion is a contract, it is subject to legalities. NASS' Views therefore, states that it is in the best interest of the organization to protect itself from possible lawsuits by printing all rules and policies, either on the suggestion form itself or on an accompanying brochure. The policy should begin by defining eligible suggestions and suggesters. For example, an idea which provides a solution to an existent or potential problem can be considered a valid suggestion. Only signed suggestions on designated forms should be accepted.

(continued on page 16)



Money in their Pockets

A Look at Employee Suggestion Systems

*by Kimberly Thomas
Editorial Assistant*

Money in their Pockets

(Continued from page 14)

Also, the employer should complete evaluation forms for suggestions to ensure that a fair and objective evaluation is conducted. The rules should also state that the employer has the right to determine the award policy (particularly an award maximum limit) and amend the suggestion system itself.

Because each piece of paper in the suggestion file could someday find its way into a courtroom as evidence, maintaining well-documented suggestion records is imperative.

- (3) *Stimulate employee creativity through an effective and continuous promotional campaign.* Integon Corporation of North Carolina recently launched "A Penny for Your Thoughts" campaign to in-

crease participation in its suggestion program. Articles about the system frequently appear in the company newsletter and a special brochure enumerating suggestion rules was distributed to all employees.

- (4) *Solicit suggestions on readily available forms through inter-office mail or strategically placed collection boxes.*
- (5) *Promptly acknowledge and record all signed suggestions.* In particular, the date and time should be stamped on each pre-numbered form submitted.
- (6) *Have a means to evaluate each suggestion.* Ideally, the process should be conducted by those managers or supervisors who are best qualified to thoroughly consider the suggestion and who will be

affected by the prospective change. These people should then weigh the benefits of the suggestion (cost reduction, increased efficiency, conservation of materials, etc.) against implementation costs and existent methods.

- (7) *Arrange for acceptable suggestions to be given awards computed on a predetermined basis.* Generally speaking, cash awards work as the best incentives and are normally paid on a percentage (15%–20%) of the net savings (over 1–2 years) for tangible ideas. Minimum awards should be at least \$20 to \$25 while maximum awards should begin at \$5,000 and have a stated dollar limit. On the other hand, intangible ideas such as worker safety, require a judgment from management and depend upon the subject. Here, \$15 to \$75 minimum awards work best.
- (8) *Maintain a follow-up on all suggestions received.* A personal or written communication should be sent to the suggester acknowledging the receipt of the suggestion made, and informing him or her of its final evaluation. When an investigation reveals that an idea is not feasible, the suggester should be informed in writing with a complete explanation given as to the reason why the idea was declined. In this way, the program will not permanently discourage any suggester.

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AFTER THEY LEAVE THE BUSINESS
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DIRECT DEPOSIT

Purposes, Aims of NASS

Suggestion systems are becoming increasingly important as effective management tools for using employee ideas to improve efficiency, attitude and competitive position. Potential for creative thinking and originality exists in everyone—it only takes motivation and the knowledge of proven ways to have these ideas

surfaced and utilized. The National Association of Suggestion Systems provides these proven methods.

Headquartered in Chicago, NASS is a nonprofit service organization comprised of some 900 members from large and small companies and organizations from both the private and public sectors. Established in 1942, the association's aims are threefold: (1) to inform commerce, industry, government and the public of the value and the productive contributions of suggestive systems, (2) to supply assistance to the development, implementation and administration of well-run suggestive systems, and (3) to provide opportunities for members and others to meet and exchange information, ideas and solutions to problems.

Oliver Hallett, Executive Secretary of NASS, explains the association's three types of memberships: *full* membership (\$200), is available to any corporate firm, or government agency or association, *affiliate* membership (\$150), available to nonprofit organizations and government agencies, and departments of organizations which hold full memberships; *associate* memberships (\$200), are available to those organizations which have a commercial interest in suggestion systems.

Services rendered to members include a variety of informative publications, educational programs and services. An annual fall conference and spring seminars are available to members. Eighteen NASS chapters offer the opportunity to share information and solve problems with other members. In addition, the KEY program, a 525 page guide to all aspects of suggestive systems operations and the Certification Program for Suggestion Systems Administrators are available through NASS.

Among the NASS publications are: the annual membership directory; *NASS News*, a bi-monthly newsletter and other specialized booklets and studies. Consultation services, and a reference library are

among the other services which NASS provides.

"I highly recommend the National Association of Suggestive Systems for all companies and organizations," says Debbie Loftis, Integon Corporation's suggestion program coordinator and Management Services Section Manager. "NASS has provided a wealth of knowledge for our company and supplied us with a forum in which we, along with other companies, can share ideas pertaining to suggestion systems. In particular, NASS's promotional ideas, legal advice and KEY program have proved highly beneficial." For further information regarding NASS write: National Association of Suggestion Systems, 435 N. Michigan ave., Chicago, IL 60611 or call (312) 644-0075.

Suggestions Do Pay Off

"George Eastman, noted inventor and founder of Eastman Kodak Company, believed the success of a business depends on the constructive thinking of everyone involved in it," writes Kodak's Suggestion Plan Administrator, Allen Bergerson in *Supervisory Management*. "So in 1898 Eastman started a system for rewarding Kodak employees for their good ideas."

Kodak's is the United States' oldest continuously-operated suggestion system. Since its inception, more than 1.8 million suggestions have been submitted, of which over 600,000 have been adopted. On an annual basis, Kodak receives 83,700 suggestions and Kodak employees take in more than \$1.5 million a year for their ideas.

In 1980, four Eastman Kodak Company employees and the estate of a fifth shared a \$50,000 cash award, the maximum allowable under the firm's suggestion plan, for a development that significantly cut service expense while improving the performance of Ektaprint copier-duplicators.

George Stolworthy of Grumman Aerospace in Bethpage, New York

saw excess paperwork in his job in the repair control shop. He discovered that a form he was filling out was actually a duplication of another report about 90% of the time—hence his suggestion to eliminate the form when not covered by a previous report. This simple idea was eventually implemented with an estimated savings of more than \$110,000 to Grumman over the course of a year. Mr. Stolworthy earned \$2,900 in cash for his idea.

Suggestion System Benefits

The greatest benefits an effective suggestion system can bring cannot be measured in monetary figures alone. Aside from cash savings, a suggestion plan results in a much needed outlet for individual self-expression, an additional supervisory tool for developing a spirit of intelligent cooperation, a means for talented people to gain recognition and a method for developing and maintaining good relationships among all members in the corporate structure.

Kodak's Bergerson points out that a suggestion plan fits naturally into a complete industrial relations program, providing a corollary to general company policies relating to wage payments, promotion, freedom of discussion with management and employee cooperation.

It must be recognized, however, that any suggestion plan has a potential for harm as well as good: lacking proper administration and management support, the program may lend itself to misunderstandings, legal liabilities and dissatisfactions outweighing any benefits the program can produce. Yet, all any worthwhile suggestion system requires are motivated employees, an open-minded management and a pervading spirit of cooperation designed to improve company operations. From that starting point, this communication vehicle is certain to smoothly ride the road to success.



EVIDENCE

by Frank Havlicek, CESRA
Motorola, Inc.
NESRA Vice President
Research & Education

Employee Recognition Programs: Facts To Ponder

At the 1981 NIRA Conference and Exhibit, Fred Lenn of the Balfour Company gave a very good program regarding service recognition. Because this was one of four concurrent sessions, not everyone received the message. The following is summary of his remarks. The data was compiled by Perspectives Resources, Inc. of Hartsdale, NY and was obtained from 200 companies in 16 major cities:

Corporate Climate

Viewed by management, psychologists and program administrators, the following key comments were frequently made regarding the evolution in industry that may effect employee recognition policies:

- Years ago many companies were smaller, family owned and more paternalistic.
- Employee mobility has increased; many families have two wage earners and traditional company loyalties are breaking down.
- A definite gap exists between the employee's needs for recognition and the employer's understanding of them.

Attitudes on Recognition

- Wages alone are non-motivating.
- Recognition is seen as giving approval, acknowledgement, or showing appreciation.
- Most employees are motivated by seeing their contribution acknowledged by the employer.
- "Service" acknowledges general loyalty rather than specific achievements.
- Recognition is a broad, complex emotional phenomenon, the absence of it leading to feelings of insecurity.

General Findings on Service Recognition

Blue and white collar award recipients and program administrators concluded that the following important factors must be considered to achieve the desired motivational benefits:

- The recognition message is of prime importance—the award item is a continuing reminder of the message.

- Service awards presented so as to acknowledge a valuable contribution over the years will make a positive impression.
- Blue collar employees tend to view service primarily in terms of time, while white collar employees view it in terms of accomplishment over a given period of time.
- Programs properly conceived and administered do provide positive employee motivation.

Negative Findings

Award recipients and program administrators agreed that the following problems commonly detract from the value of many existing recognition programs:

- Many presentations are impersonal.
- Merchandise gifts are often perceived only in relation to their dollar value.
- Unattractive packaging cheapens otherwise quality awards.
- Most recipients do not recognize the true quality and value of their award.

(continued on page 24)

NESRA Election Procedures

Last fall, 98% of the voting membership passed the NESRA By-Laws calling for some changes in the election procedures. This article will explain these procedures as they appear in our current NESRA By-Laws.

Eligibility to Vote

Those persons holding General, Chapter or Academic membership in good standing shall have the right to vote on the affairs and issues of the Association.

National Officers

The positions of President-Elect, President, immediate Past President and Secretary shall be one year terms. All National Vice Presidents shall serve for a period of two calendar years. The following positions make up the Executive Board: President-Elect; Secretary; immediate Past President; National Vice Presidents of Finance, and Treasurer; Fitness and Health; Member Services; Membership Development; Public and Government Affairs; Research and Professional Development.

The President-Elect

The President-Elect shall perform the duties of the President during the President's absence or temporary disability; in the event the office of the President is vacated, the President-Elect shall serve the balance of the vacated term and the next succeeding full term of office; shall chair the Personnel committee; shall represent the President at the President's request and generally assist in meet-

ing the objectives of the Association. The President-Elect shall have such other powers and perform such other duties as may be assigned by the President or the General Board.

The Secretary

The Secretary shall be responsible for the preparation of a record of the proceedings of all meetings of the members of the Association and of the Executive Board and of the General Board and shall perform such other duties as may be assigned by the President and/or as may be prescribed in the NESRA By-Laws.

The Immediate Past President

The immediate Past President shall chair the Nominating Committee; shall act as senior advisor to the President; shall represent the President at the President's request; shall generally assist in meeting the objectives of the Association and shall have such other powers and perform such other duties as may be assigned by the President or the General Board.

The National Vice Presidents

The several National Vice Presidents shall have such authority, duties and responsibilities as are suggested by the general and usual meaning and connotations of their full titles which are:

- National Vice President—Finance, and Treasurer
- National Vice President—Fitness and Health
- National Vice President—Member Services
- National Vice President—Membership Development

National Vice President—Public and Government Affairs

National Vice President—Research and Professional Development

Eligibility for National Office

Following is a description of qualification requirements for serving on the Executive Board.

Only those persons holding General, Chapter or Academic membership in good standing and who are Certified Employee Services/Recreation Administrators (CESRA) in good standing, or whose vocational experience and responsibilities meet the basic eligibility requirements of candidacy for the Association's professional certification (CESRA) program, shall be eligible for election or appointment to the position of a National Officer (Article VII) and to serve in that capacity on the Executive Board.

In addition, all candidates for election or appointment to national office shall have served on the General Board for not less than one year during the four (4) calendar years immediately preceding the election and in addition shall meet the eligibility requirements specified in Article III, Section 4, (c).

Also, no more than two (2) representatives who are employees of any one company, enterprise or business organization or other entity,

(continued on next page)

Election Procedures

(continued from page 19)

including any subsidiary thereof, shall concurrently serve on the General Board.

National Elections and Balloting Procedures

Nominating Committee

The Nominating Committee shall be chaired by the immediate Past President and shall be composed of, but not necessarily limited to, four (4) members of the General Board, selected by the President, whose terms of office are not then due to expire, and no two (2) of whom are from the same Region or employees of the same organization. The committee shall so act as to comply with the election procedures specified in Article VI in the NESRA By-Laws.

Elections Committee

The Elections Committee shall be appointed by the President prior to the election or balloting and approved by the Executive Board and shall consist of two (2) or more eligible, voting members of the Association.

The Committee shall meet on a date set by the President and shall count and tally the ballots and report the results to the President who will arrange for publicizing the results to the membership.

Election of National Officers, except the President and Secretary, shall be conducted by mail ballot in accordance with the following procedures:

On or by the first day of September of each year, the Nominating Committee shall submit to the President its slate of nominees for national offices to be filled.

The slate of nominees shall be prepared and mailed to all voting members of the Association on or by the fifteenth (15th) day of September of each year.

Official ballots shall be prepared and mailed to all voting members

of the Association by the fifteenth (15th) day of October each year.

Any eligible, voting member in good standing may cast a written vote, on the official ballot, for any qualified member of the Association not selected by the Nominating Committee.

Completed ballots, to be valid, must be received at the principal office of the Association or at such other office as may be designated by the Executive Board, no later than twenty (20) days after the mailing of ballots to eligible, voting members.

The returned ballots will be sealed and held in a safe depository in the office to which they have been mailed until they are examined, validated and tallied by an Elections Committee appointed by the President and approved by the Executive Board. The tallied ballots will be sealed and held for a period of sixty (60) days, during which time they shall be available for inspection by any voting member of the Association in good standing.

Votes Required

Each officer shall be elected on the basis of a plurality of votes cast for that office.

Tie Vote

In the event two or more candidates for the same office receive the same number of votes, successive balloting shall be conducted on the tied candidates until one of them shall receive a plurality.

Succession to the Position of President

The President-Elect shall automatically succeed the President in that office upon expiration of the President's term of office, or if the office is vacated for any other reason.

If for any reason the President-Elect shall be unable to serve as President, the Executive Board shall direct the Nominating Committee to include a nomination or nominations for the office of President on the next slate

or officers for election or may, if officers are already elected, fill the vacancy as provided for under Article VII, Section 4.

Regional Directors

Eligibility

Only those persons holding General, Chapter or Academic membership in good standing and who are Certified Employee Services/Recreation Administrators (CESRA), or Leaders (CESRL), in good standing, or whose vocational experience and responsibilities meet the basic eligibility requirements of candidacy for the Association's certification (CESRA or CESRL) program, shall be eligible for election or appointment to the position of Regional Director and serve in that capacity on the General Board.

Identity

There shall be two (2) Regional Directors from and for each Region established by the General Board.

Qualification

All candidates for election or appointment to the office of Regional Director shall be General, Chapter, or Academic members of the Association, in good standing at the time of the nomination and election or appointment and meet the eligibility requirements as established by Article III, Section 4, (b). In the event that the basis on which a Regional Director was originally determined to be eligible to hold office is changed after election or appointment, or if individual circumstances, which may include absence from consecutive meetings of the General Board, are deemed by the General Board to substantially impair the ability of a Regional Director to participate in the activities of the General Board and/or of the Association, such circumstances may be considered by the General Board, upon the recommendation of the Executive Board, as cause for removal from office. A two-thirds ($\frac{2}{3}$) vote of the entire General Board will result in removal from office.

(continued on page 24)

Know us by the companies we keep



The National Employee Services and Recreation Association is known by the companies it keeps—year after year. Over 2,200

members represent NESRA which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NESRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NESRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NESRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NESRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.



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Florida Attractions to Mystify, Entertain, Amaze

When NESRA delegates and their friends descend upon Florida in May for the 41st Annual NESRA Conference and Exhibit, they'll need not worry about fun things to see and do in the Orlando area before and after our meeting. Central Florida is the focal point and hub of a giant vacationland stretching 150 miles from the Sun Coast of St. Petersburg and Sarasota to the sunny beaches of Daytona and the Space Coast. Located here are natural wonders, recreation of every kind and attractions that will mystify, entertain and amaze. Among the most popular of these attractions are several themed family entertainment centers and amusement parks that are Associate members of NESRA.

Disney World, just 20 miles southwest of Orlando is celebrating its "Tencennial" this year with a host of special activities and events planned for the visitors of its six land Magic Kingdom, its themed resorts, and its soon to be opened Epcot Center—a permanent international exposition which will include "Future World" and "World Showcase." Walt Disney World's attractions aren't merely rides—they're total adventures. Throughout the Kingdom visitors can enjoy numerous stage shows, musical performances and daily parades. And of course, Mickey and all the other Disney characters can be found throughout the park greeting guests and signing autographs. Disney World is open daily with sum-

mer hours of 9 am to midnight.

Seaworld, another Associate member of NESRA is the world's largest, most elaborate marine life theme park. Its shows feature Shamu, a four-ton killer whale; a one-ton walrus; dolphins and sea lions. All perform incredible feats in two marine stadiums. Other Seaworld attractions include the "Hatfields and McCoys" ski show, pearl diving, a tide pool, an Otter Habitat, and a 150,000-gallon seawater aquarium. Seaworld is open daily 9 am to 7 pm.

Six Flags' Stars Hall of Fame, the world's largest wax museum, features more than 200 stars of movies, television and music in more than 100 elaborate sets recreating memorable moments from their careers. Among them are stars of "The Wizard of Oz," "Gone with the Wind," "Dr. Zhivago," "The African Queen," and "Superman." The Hall of Fame also features a unique display of stars' signatures, handprints and footprints in the Plaza of the Stars, and in the Starway Theater it features the multimedia presentation "Hollywood Experience." The Stars Hall of Fame is open daily 10 am to 10 pm.

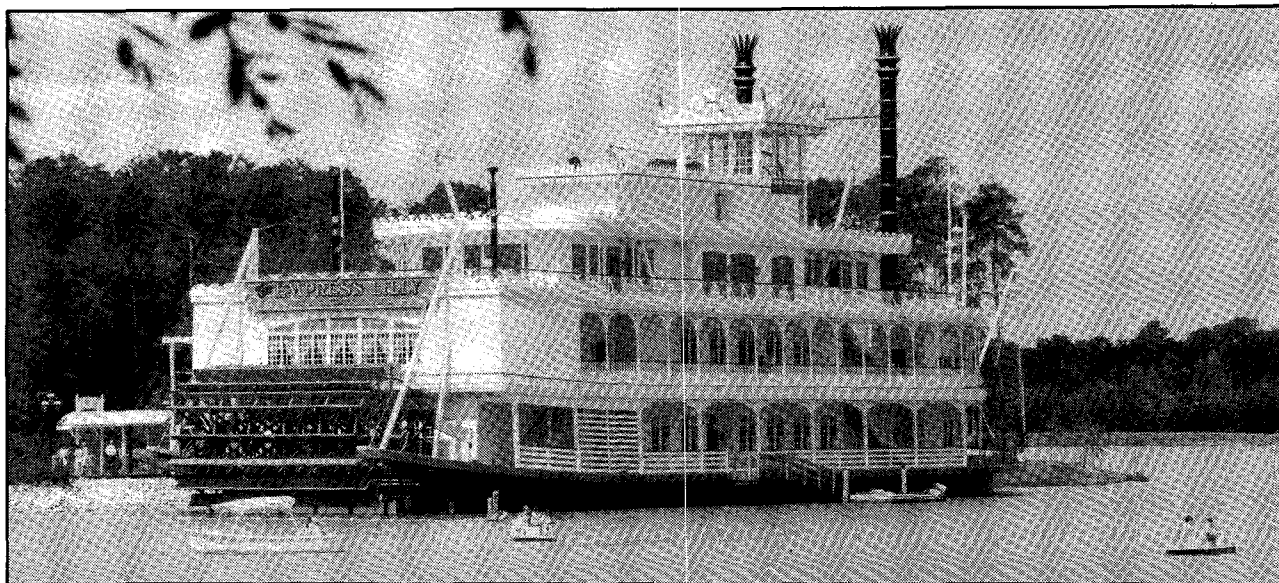
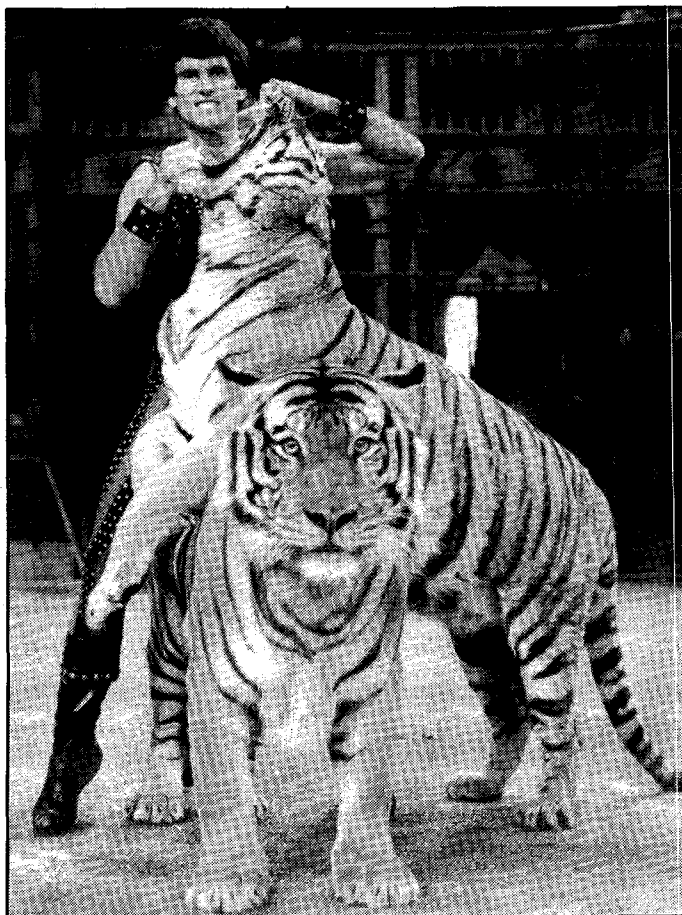
Thirty minutes south of Orlando is the Ringling Brothers and Barnum & Bailey Circus World, the world's only circus oriented theme park. Circus World features thrilling live circus performances daily in the Circus Spectacular and guests can participate in the action themselves in the "Be-A-Star Circus." Breathtaking ac-

robatic professional diving in the Aqua Circus can be viewed and spine-tingling rides including the Center Ring, the Flying Daredevil and the Roaring Tiger Roller Coaster can be experienced in the Thrill Circus. Circus World also features the Cinema Circus, Circus of Skills, Illusion Circus, the Exotic Animal Circus and Backstage Circus.

Other attractions you won't want to miss on your visit to Orlando include Silver Springs and Weeki Wachee. Located at Silver Springs' more than 150 landscaped acres, are the world famous Glass Bottom Boat, the Jungle Cruise where you'll see giraffe, chimpanzee, llama, camel and other exotic animals; the Reptile Institute where rattlesnakes are milked of their venom; Deer Park; Cyprus Point Island; an antique car collection of classic cars and memorabilia, and many beautiful gardens.

Weeki Wachee features live mermaids in stunning costumes performing underwater magic 16 feet below the surface of Weeki Wachee Spring viewed from the air conditioned comfort of an underwater theater. Other attractions at this family entertainment center include the Exotic Bird Show, Wilderness River Cruise, Birds of Prey Show, the Enchanted Rain Forest and a Nature Trail. Weeki Wachee is open daily 9 am to dusk.

Complete details on these and other Orlando area attractions can be obtained through your local travel agent or at the NESRA Conference and Exhibit in Orlando, May 13-16. ■



Watch a tiger nearly swallow his trainer's head in a spinetingling show at the Ringling Brothers and Barnum & Bailey's Circus World. View creatures of the deep in a 150,000 gallon, glass-enclosed seawater aquarium at Seaworld's elaborate marine life theme park. Enjoy the delectable fare served on the Empress Lilly, Pride of the Fleet; a cruiseship permanently moored in the harbor of Walt Disney World Village. These attractions and many more in and around the Orlando area will amuse, amaze and entertain NESRA delegates and their families when they come to Florida in May for the 41st Annual NESRA Conference and Exhibit.

Election Procedures

(continued from page 20)

Election—Term of Office

- a) Voting will be by General, Chapter and Academic members of the Association in good standing, in the Region except where there are fewer than fifty (50) eligible voting members in the Region in which event the Regional Directors shall be appointed by the President with the approval of the Executive Board.
- b) One Regional Director shall be elected in each region each year for a term of two (2) years and will have the following, successive titles:
First year—Regional Director
Second year—Regional Senior Director
- c) Each Regional Director and Regional Senior Director shall be a member of the Association's General Board.

- d) Regardless of when elected, the term of office of Regional Directors shall commence as of January 1 of the calendar year next following the election. Any Regional Director who is specially elected or appointed to fill a vacancy or for any other reason as provided in these By-Laws shall assume office immediately or upon a date established by the General Board.
- e) As of the date these By-Laws become effective the Executive Board is authorized to determine, on a one-time basis only, the term of office of incumbent Regional Directors on the General Board, and, as appropriate, the term of those Regional Directors elected to but not yet seated on the General Board.
- f) No person shall serve as a Regional Director on the General Board more than four (4) consecutive calendar years, provided, however, that years served as a Regional Director on the General

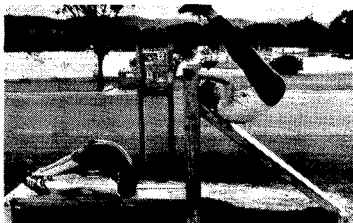
Board prior to the date these By-Laws become effective shall not be considered in determining consecutive years of service.

Special Directors

Associate members in good standing shall elect one Director to serve as their representative to and on the General Board with the right to vote on the affairs and issues presented to the General Board. If Associate Members fail to elect a Director, one shall be appointed by the President with the approval of the Executive Board.

Associate members shall elect one (1) Director every two (2) years to serve as the group's representative to and on the General Board for a term of two (2) calendar years.

Except as otherwise provided in these By-Laws, those provisions of these By-Laws which apply to Regional Directors shall, unless otherwise determined by the Executive Board, be interpreted so as to generally apply to Special Directors. ■



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EVIDENCE

(continued from page 18)

- Most recipients resent strong corporate identity on the award.
- Non-functional awards limit use or exposure.

Positive Practices and Opportunities

Award recipients, administrators and psychologists validated these points as contributory to programs that are deriving maximum benefits:

- Proper presentation can evoke an emotional response.
- Jewelry awards are well received if useful and/or personal.
- Functional items overcome ridicule of being "gung-ho" company.
- More creative interpretation of corporate identity would enhance award acceptance.

Conclusions of Program Administrators

Themes on employee recognition that were repeated in numerous interviews with Human Resource Managers:

- Most believe recognition is essential to keep and motivate employees.
- Some service award programs are legacies of the past that have not been changed due to lack of proper guidance.
- Many view program success in terms of the employee's acceptance of the award item rather than the conveyance of a proper recognition message.
- Some administrators have not acted to modify or improve weak programs for lack of knowledgeable assistance.





ANNOUNCING

**National Employee Services &
Recreation Association**

**41st Annual Conference and Exhibit
Hyatt Orlando
Orlando, Florida
May 13-16, 1982**

Complete registration form on reverse page and return to:

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Registration

The 41st Annual NESRA Conference and Exhibit Hyatt Orlando—Orlando, Florida May 13–16, 1982

Data

Name (Print) _____ Title _____
Company _____
Address _____
City _____ State _____ Zip _____
Phone (_____) _____ Number of Employees _____
Status: CESRA ☐ CESRL ☐ New Member (Since 6/1/81) ☐
Number of previous National Conferences attended _____
Names of others in your party _____
for cross reference—submit separate registration forms
Expected date of arrival _____ Departure _____

PLEASE FILL IN AS YOU WOULD LIKE YOUR BADGE TO APPEAR

Common First Name _____
Full Name _____
Organization _____
City, State _____

Registration Packages

—IMPORTANT—
CIRCLE YOUR CATEGORY

(Fee includes group meals and social functions)

	Prior to April 1, 1982	After April 1, 1982
Delegate—NESRA member	\$160.00	\$170.00
Non-member delegate	\$180.00	\$190.00
Associate Members not exhibiting	\$250.00	\$275.00
Commercial attendees not exhibiting	\$275.00	\$300.00
Spouses	\$ 80.00	\$ 90.00
Student Attendees	\$ 85.00	\$ 95.00
Retirees	\$ 75.00	\$ 85.00
Children	\$ 65.00	\$ 75.00

Please include your check payable to: National Employee Services & Recreation Association. Advanced registration cannot be accepted without full payment in advance. You may register at conference time but with some inconvenience to you.

Mail checks and registration to: NESRA, 20 N. Wacker Dr., Suite 2020, Chicago, Illinois, 60606

Cancellation . . . Full registration will be refunded if cancellation is received postmarked no later than May 2, 1982. After this date full refund cannot be guaranteed. No refunds will be made unless request is filed before June 20, 1982.

1982 NESRA Conference and Exhibit Program at a Glance

Thursday, May 13, 1982

8:00 AM

Registration Opens

2:00 PM—2:30 PM

Speakers, Chairmen, Vice Chairmen Orientation

2:00 PM—2:30 PM

Familiarization to NESRA and the Conference—*This orientation session is for first-time attendees and new members in NESRA.*

2:00 PM—3:00 PM

Spouses' Reception

3:00 PM—4:30 PM

Conference Opening and General Session—"Yes We Can"—*An inspirational and motivational presentation given by an individual who has many impressive accomplishments within the field of recreation despite being blind.*

5:00 PM—7:00 PM

Exhibit Hall Grand Opening

7:15 PM

Evening at Circus World—*Transportation, dinner and entertainment provided.*

Friday, May 14, 1982

7:00 AM

Exercise Session

8:00 AM—9:00 AM

Regional Breakfasts

8:30 AM—10:30 AM

Spouses' Hospitality

9:15 AM—10:00 AM

- a) "Employee Assistance Programs—Should We, Could We and How Would We?"—*This subject will deal with drug and alcohol treatment programs and the expansion of these into areas such as personal financial counseling, family counseling, etc.*
- b) "Employee Associations—To Be Or Not To Be?"—*Information will be provided regarding the pros and cons of employee associations, the legalities and the mechanics for development.*
- c) "Computer Hardware and Software—Information At Your Fingertips"—*This session will demonstrate the benefits of utilizing computers for employee activity programs and will provide information on how they can be programmed into an existing system.*
- d) "Student Session—Making That Giant Step"—*This topic will be of interest to students who are planning a career in the field of employee services and recreation.*

10:15 AM—Noon

"Strategy Exchange/Make Room in Your Mind For The Things of Tomorrow"—*Informal discussion with experts in the following areas: Awards & Recognition, Budgeting, Chapter Leaders, Certification, Clubs, Company Stores, Discount Services, Employee Assn. Leaders, Employee Surveys, Fitness Facilities, Fund Raising, Internships, Intramural Leagues, Legislation, Meeting Planning, Miscellaneous, Pre-Retirement Programs, Publicity, Staff Management, Travel*

11:00 AM—4:30 PM

Spouses' Program—Disneyworld

12:15 PM—1:45 PM

Management Luncheon

2:00 PM—2:45 PM

"Coping With Life On The Run"—*This presentation will bring to light how fitness programs and recreational activities should complement each other so as to improve a person's lifestyle.*

3:00 PM—3:45 PM

- a) "Communication Techniques—Reach Out and Sell Someone" Part I—*This two-part series will help you develop communication skills toward management, employees, press and media, and community organizations. Also included will be exercises in techniques utilizing video equipment.*
- b) "Beginning Fitness Programming—Starting Out On The Right Foot"—*The answers to the often asked question "Where Do I Start?" will be provided at this session.*
- c) "Non-Job Related Education Programs"—*This topic will deal with types of adult education programs that would be of personal interest to your employees. Some examples are: language classes, investments and CPR training.*

4:00 PM–4:45 PM

- a) "Communication Techniques—Reach Out and Sell Someone" Part II
- b) "Advanced Fitness Programming—Die Young As Late in Life As Possible"—*This session will deal directly with established fitness programs and what trends can be expected in the future.*
- c) "The How, When and Where of Facilities Rental"—*This session will give you ideas on sources for renting facilities as well as financial and safety considerations.*

5:00 PM –7:00 PM

Exhibit Hall Open/Wine & Cheese Reception

7:00 PM

On Your Own

Saturday, May 15, 1982

7:00 AM

Fun Run

8:30 AM–10:30 AM

Exhibit Hall Open/Continental Breakfast (Spouses included)

10:45 AM–11:30 AM

"Stress and the American Work Ethic"—*A timely subject that will present information on the work ethic as perceived by employees today and how job related stress has become a genuine concern of business today.*

11:00 AM–3:00 PM

Spouses' Shopping Tour—Lake Buena Vista

11:30 AM–1:00 PM

CESRA/L Luncheon

11:30 AM–1:00 PM

Lunch on your own.

1:00 PM–2:00 PM

"Practicing Reasonable Care in Your Programs"—*There are many precautions that must be taken when planning recreation programs and special events. This session will cover these and give you additional ideas that will eliminate risks before they become problems.*

2:15 PM–3:15 PM

NESRA Annual Meeting

3:30 PM–5:30 PM

Exhibit Hall Open

7:15 PM

President's Ball/Dinner and Dancing

Sunday, May 16, 1982

7:00 AM

Exercise Session

9:00 AM–9:45 AM

"Don't Reinvent the Wheel"—*Concurrent sessions each providing the attendee an in-depth look at a proven successful activity.*

10:00 AM–10:45 AM

- a) "Civic Programs—Coping With Those Other Responsibilities"—*Information on how to work with community organizations with assistance type programming for activities such as blood drives, ridesharing, United Way, Easter Seals, etc.*
- b) "Chapter Development—What's In It For You?"—*A look at how to start a NESRA Chapter in your area covering items regarding bylaws, dues, organization structure and benefits.*
- c) "A European Look at Employee Recreation"—*This session will give the attendees a look at employee recreation's status in other countries.*

11:00 AM–12:30 PM

Closing Brunch/Exhibitors' Door Prize Drawings

NEWS IN BRIEF

NESRA, CARES Co-sponsor Conference

"Health Promotion: The Pay-off for Business and Industry" is the theme of a special health promotion conference to be held April 26-30 in Palm Coast, Florida. The conference is being sponsored by St. Catherine Hospital, East Chicago, Indiana, in cooperation with NESRA and NESRA's Chicago chapter, CARES.

Designed for health professionals and business leaders, the conference will cover the planning, development and implementation of health promotion programs at the work site and in the community. It will also cover cost-benefits and the financial and psychological considerations of such programs. Deadline for registration is April 9.

Complete details on this timely conference may be obtained by calling (219) 392-7151 or by writing St. Catherine Hospital, Cardiac Rehabilitation and Physical Fitness Center, 4321 Fir St., East Chicago, Indiana 46312.

President's Council Sets Fitness Week May 2-8

The President's Council on Physical Fitness and Sports (PCPFS) announced that National Physical Fitness and Sports For All Week has been scheduled for May 2-8, 1982. The special week is an effort to encourage development of new fitness programs and services; to acquaint people with fitness opportunities already available in their communities; and to give appropriate recognition to effective leaders and outstanding programs.

Recreation and park departments, schools, YM-YWCA's, Boys' and Girls' Clubs, business and industry, government agencies, and other

sports and leisure services agencies can benefit from conducting special fitness programs and activities during this week. Those agencies that participated last year conducted sports and fitness festivals, fitness days, ex-

ercise clinics, aerobic dance demonstrations, fitness testing and counseling, blood pressure checks, and information fairs in shopping malls.

(continued on page 30)



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ESM 32

NEWS IN BRIEF

(continued from page 29)

This week is co-sponsored by the National Employees Services and Recreation Association, National Recreation and Park Association, American Volkssport Association, National High School Athletic Coaches Association, United States Tennis Association, National Association of Governor's Councils on Physical Fitness and Sports and other national agencies.

Additional information can be obtained from the PCPFS, 400 6th Street, S.W., Washington, D.C. 20201.

Travel Guide Highlights Information Sources

Volume 3 in the Geography and Travel Information Guide Series, *Travel in the United States: A Guide to Information Sources* (578pp.) is a single convenient source to the wide range of travel literature available for travelers planning a vacation in the United States. In addition, the guide lists relevant "live" sources of information, including convention and visitors bureaus, organizations and associations, toll-free numbers answering travel requests, and other unique nonprint information sources like CB systems operating in several states.

Travel in the United States is arranged from large geographical regions to the small. The first part of the guide lists those guidebooks that cover the entire country, including magazines, publishers, and organizations of national scope. Regional guidebooks not issued as part of an overall U.S. set are presented in four sections: Northeast, South, Central, and West.

The bulk of the information guide is devoted to individual states. For each state, sources of information are given in the following categories: books, atlases, and magazines; maps; specialized publishers; major tourist organizations; regional tourism as-

sociations; information centers and phones; outdoor recreation activities (canoeing and boating, fishing and hunting, and winter activities); and national and state parks; forests; and individual cities or areas.

National Recreation Survey Announced

A new survey to monitor Americans' recreation and travel activities was recently announced by the U.S. Travel Data Center and Leisure Information Service.

The Data Center's National Travel Survey, begun three years ago, is being expanded to include recreation and other leisure behavior, and a larger monthly sample.

The new National Travel and Recreation Survey will gather information by telephone from more than 1,400 U.S. adults monthly, on travel, tourism, recreation, and other leisure activities. The monthly reports will provide unique, current marketing data for lodging firms, amusement parks and attractions, commercial campgrounds and parks, outdoor recreation manufacturers and distributors, common carriers, and government recreation and tourism development agencies.

Survey results will be especially useful to the marketing manager, tourism planner, and industry analyst who needs current, reliable and comprehensive data.

For a prospectus describing the National Travel and Recreation Survey, telephone Leisure Information Service/Hawkins and Associates, Inc., (202) 547-6696, or write the U.S. Travel Data Center, 1899 L Street, N.W., Washington, D.C. 20036.

Bowling Gains In Popularity

Last year, 72 million people went bowling. That's over four times the number of people that attended ALL the National Football League games last season (16,600,000), and nearly eight times the amount of tickets sold to all the New York Broadway shows

last season (9,600,000).

Bowling is gaining in popularity each year. In fact, one out of every three men, women or children went bowling at least once last year. These figures are part of a new survey recently released by the National Bowling Council, the educational and service arm of the sport.

The National Hockey League reports that 10,500,000 people attended all the NHL games last season all over the country. More people than that (13,000,000) go bowling each week. The National Basketball Association figures show that almost 10 million people attended all their professional games last season.

The Statue of Liberty, in the New York harbor, is one of the best attractions the National Park Services has to offer. Yet, five times more people go bowling each year than visit Miss Liberty.

According to the survey, bowlers keep coming back. The survey shows that 21 million people return to their local bowling center at least once a month. ■

President's Word

(continued from page 5)

complement already existing programs and activities.

There's no question that "The Challenges of Expanding Horizons", the 41st Annual NESRA Conference and Exhibit, will measure up to its theme by offering all those who attend an unmatched opportunity for personal and professional growth in the ever-expanding field of employee services and recreation. Don't miss your opportunity to be a part of it.

CORRECTION

Last month's story by Ron Willard, "Recreation: It's More Than Fun and Games" incorrectly stated that the author was with the United States Automobile Association. Mr. Willard is with the United Services Automobile Association. We regret the error and any confusion it may have caused.

ASSOCIATE PROFILE

Improve Your Racquet Sports With Prince Ball Machine

If you are interested in improving your stroke production or in a serious physical fitness program for tennis players, Prince Manufacturing has a ball machine for you.

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For further information, please contact Marty Devlin or Clari Powers, Prince Manufacturing, Inc., P.O. Box 2031, Princeton, New Jersey, 08540. Call toll free 800-257-9480. ■

ASSOCIATE PROFILE

Tennis Camps and Travel Packages Available from All American Sports

All American Sports Camps, Inc. one of the world's largest and most popular operators of tennis camps and tennis travel packages is pleased to announce that it has become a new associate member of NESRA.

Since 1969, All American Sports has given thousands of tennis players the best of two worlds: a better game, "guaranteed", and a wide choice of resorts and camp locations that offer just the kind of vacation options they want.

We offer a variety of programs, prices and locations to please every tennis player from the raw beginner to the class of the club. There are two junior camps for budding Borgs and Everts, casual Ivy League campus locations for singles and couples, and plush family resorts for those who want to combine tennis instruction with luxurious accommodations. We even offer a choice of climates from a tropical Jamaican paradise to a four star Vermont hideaway. Whichever All American tennis vacation your employees prefer, the emphasis is on tennis with plenty of time left for other recreational activities.

Your employees who have always wanted to learn how to play tennis or who simply want to improve their game will benefit from topflight instructors, videotape analysis and actual supervised play. And they'll be surrounded by congenial partners with a single-minded (or double-minded) devotion to tennis.

If on the last day of their stay at any All American adult site, they don't feel their game has improved—All American will give them FREE an equal amount of tennis instruction at any one of our sites anytime up to six months after leaving. While All American wishes to provide you and your employees with a new dimension with respect to leisure and recreation activity, we also want to offer your employees and their families a 10% discount on all of our vacation packages.

To find out more about us, send for your free All American Sports Tennis Vacation Guide, which describes our programs, locations, accommodations, rates and all you need to know to provide your employees with a great vacation.

Write: Kristian Cee, Director of Sales, All American Sports, 366 Madison Avenue, New York, N.Y. 10022, or call: (212) 697-9220 or Toll Free (800) 223-2442.

NESRA CALENDAR

Drop in on fellow NESRA members when in the area. Check the "NESRA Calendar" before you travel.

Anchorage Industrial Recreation Council/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson CESRL (213) 354-5367 or Jim Mowery (213) 840-4077.

Capital Area Recreation Council/Austin, Texas. Meets on the fourth Wednesday of the month. Contact Bo Brooks—(512) 250-6382.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Beverly Grover—(614) 463-9545.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets every other month starting with January. Contact Carol DuBose—(214) 634-4534.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CESRA—(513) 227-5938.

Employee Services and Recreation Orange County/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CESRA—(714) 732-2432.

Denver Metro Industrial Recreation Council/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Houston-Galveston Area Industrial Recreation Council/Houston, Texas. Meets on the second Thursday of the month. Contact Laura Davis—(713) 754-5825.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CESRA (301) 977-0529.

Long Island Industrial Recreation Directors Association/Nassau-Suffolk County, New York. Meets monthly. Contact Chester Baumgartner, CESRA—(516) 575-2269.

Greater Bridgeport YMCA Recreation Council/Bridgeport, Connecticut. Meets on the third Tuesday of the month. Contact Jesus Cerrilla—(203) 334-5551.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Milwaukee Industrial Recreation Council/Milwaukee, Wisconsin. Meets on the second Monday of the month; excluding July. The February meeting, the annual dance, is held on the third Saturday of the month. Contact Andy Thon—(414) 475-9050.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets on the third Thursday of the month. Contact Jayne Epperson—(612) 456-2841.

New York Industrial Recreation Directors Association/New York, New York. Meetings are held once a month from September through May. Contact Anne Cox—(212) 398-2460.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

Rockford Area Services Association/Rockford, Illinois. Meets on the third Tuesday of the month. Contact Laura Miller—(815) 964-4671.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CESRA—(714) 238-6865.

Seattle Metropolitan Industrial Recreation Chapter/Seattle, Washington. Meets on the last Wednesday of the month. Contact Darrell Gosh—(206) 621-6869.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CESRA—(419) 475-5475.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Frank Ortega—(301) 871-2316.

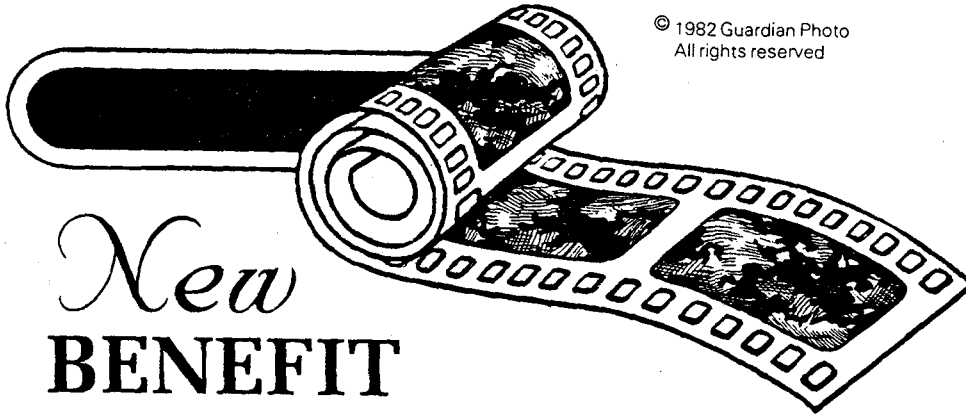
National Conference and Exhibit

41st Annual NESRA Conference and Exhibit will be held May 13-16, 1982, Orlando Florida. For further information contact the NESRA office (312) 346-7575.

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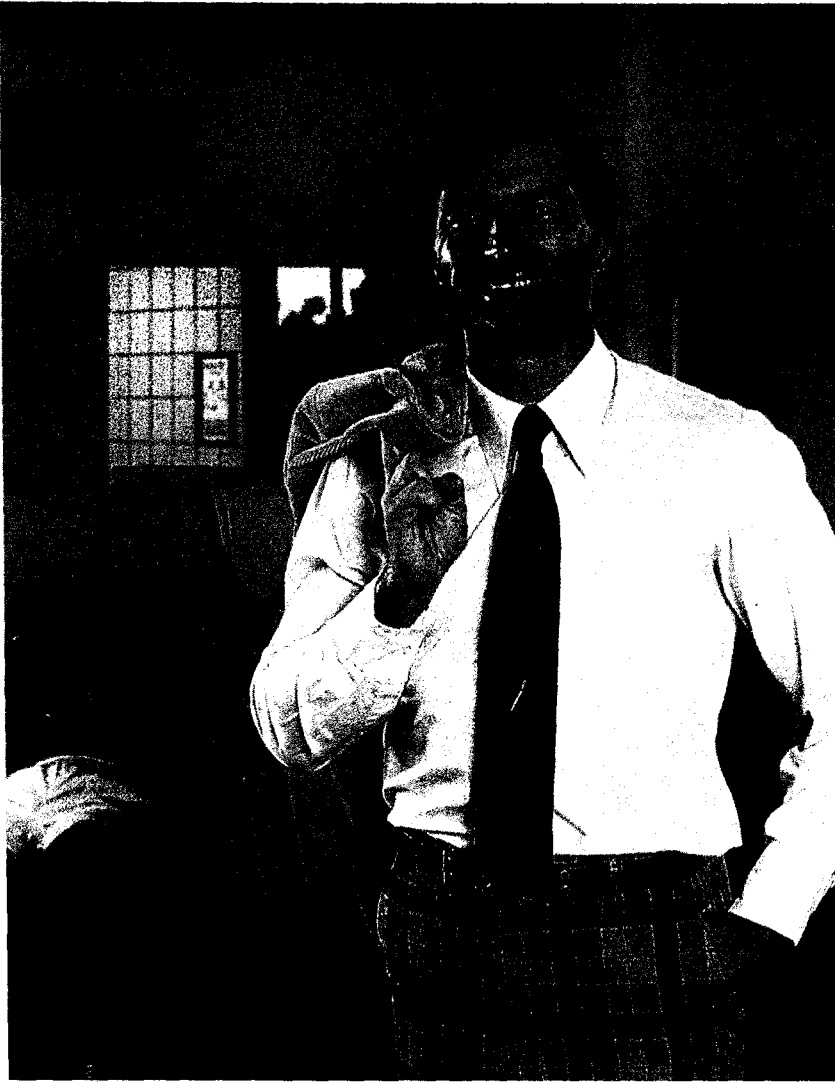
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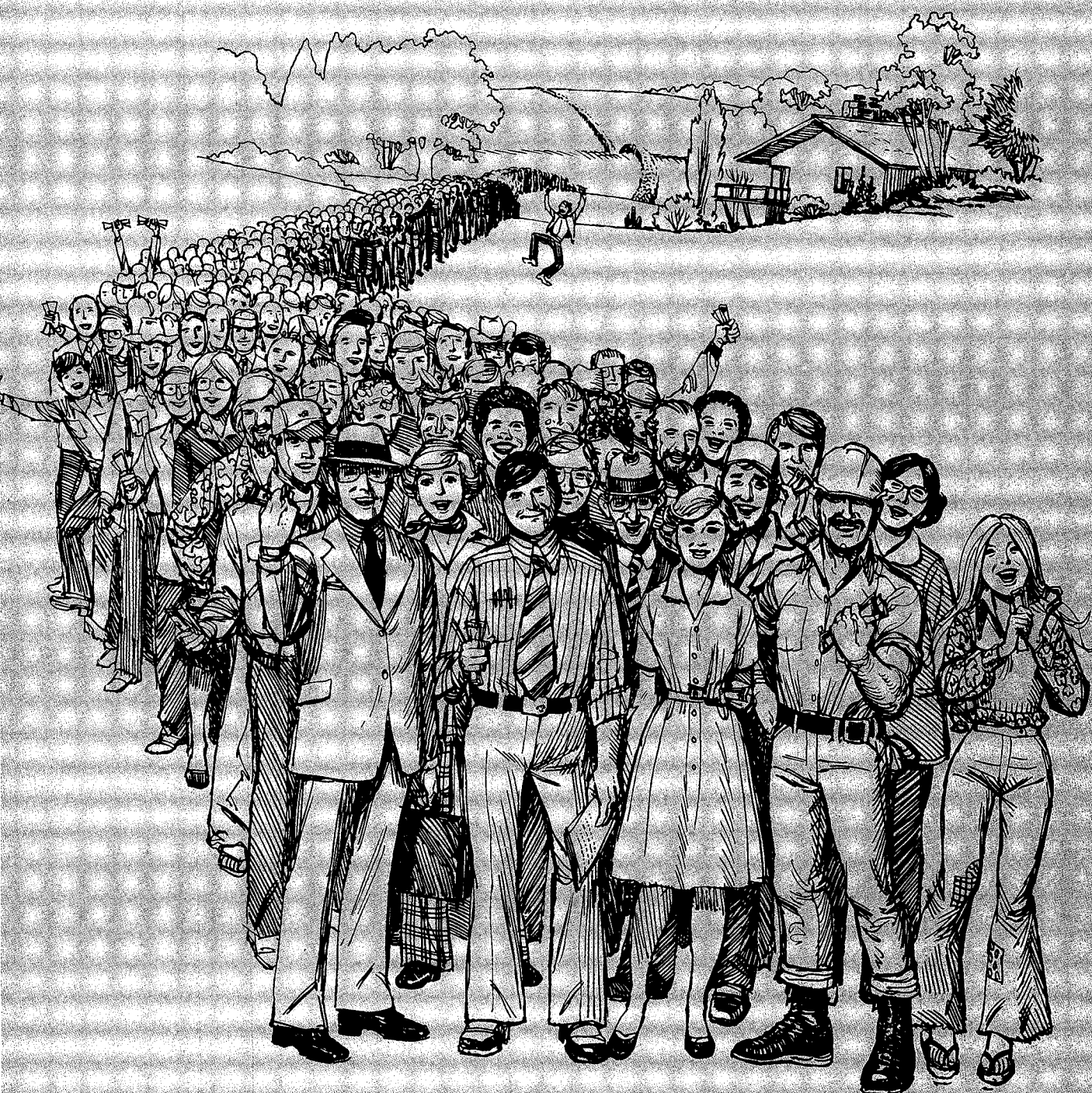
Employee Services Management

JOURNAL OF EMPLOYEE RECREATION

HEALTH AND EDUCATION

APRIL 1982

Lining Up Employee Discounts



SERVICES & ACTIVITIES

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Con-tests—Five are conducted annually to stimulate participation in employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Free Clerical Services—Provided by NESRA for intra-member-ship communication.

Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NESRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

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The National Employee Services and Recreation Association, NESRA, (formerly the National Industrial Recreation Association, NIRA), is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Employee Services Management* is only one of many services included in NESRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

Employee Services Management

JOURNAL OF EMPLOYEE RECREATION

HEALTH AND EDUCATION

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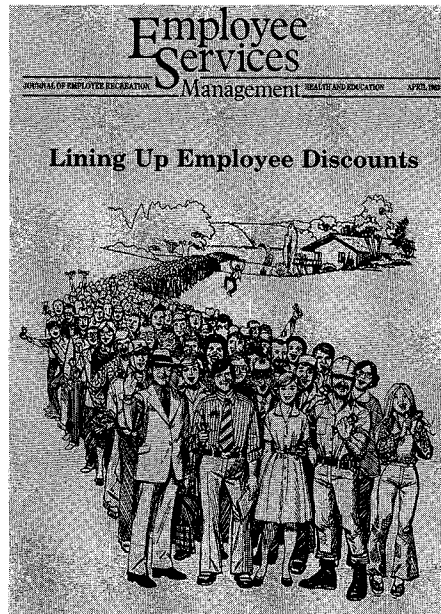
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In This Issue . . .

Everyone appreciates a bargain these days with inflation gnawing at our pocketbooks and salaries not going quite as far as they used to. In this month's cover story "Lining Up Employee Discounts" (page 7), Editorial Assistant Lisa Della Rovere describes how some Employee Services and Recreation Managers today are successfully serving as middlemen between employees and merchandisers to garner savings for their workers. How you can set up a discount services program for your employees with a little assistance from NESRA is the focus of this timely article.

What's right and what's wrong?—that's the "Ethical Dilemma" (page 23) presented in this reprint from *Association Management Magazine*. Though originally written with association executives in mind, much of what this author describes applies to professionals in our own field who, like association executives, work closely with suppliers of a wide variety of products and services. What's right and what's wrong in dealing with these suppliers offers some quality food for thought about the ethics of the Employee Services and Recreation professional.



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JOURNAL OF EMPLOYEE RECREATION

HEALTH AND EDUCATION

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April 1982 • Volume 25 • No. 3

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The NESRA President would like a word with you

... about our critical need for Membership Development

This month's column was written by Ralph Ferrara, CESRA, NESRA's Vice President for Membership. Ferrara serves as Manager, Employee Recreation, General Mills, Inc., Minneapolis, Minnesota.

Like any other organization, NESRA can only be as strong and effective as the members that comprise it. NESRA, however, has not experienced the growth it could have over the last decade and as NESRA's Vice President of Membership I would like to make a few suggestions as to how we can work together to reach our potential. With strong membership efforts, NESRA's potential can be attained.

The Board of Directors and the NESRA staff agree that the greatest potential growth for this organization will come from local chapters. The following geographical areas have been identified as places which could most successfully support a NESRA chapter: Philadelphia, Pennsylvania; Cleveland/Akron, Ohio; Baltimore, Maryland; Richmond, Virginia; Atlanta, Georgia; Nashville, Tennessee; Memphis, Tennessee; Louisville, Kentucky; Orlando, Florida; Ft. Lauderdale, Florida; Raleigh/Durham, North Carolina; New Orleans, Louisiana; St. Louis, Missouri; Indianapolis, Indiana; Toronto, Ontario (Canada); Kansas City, Missouri; Salt Lake City, Utah; Portland, Oregon; Albuquerque, New Mexico; Tucson,

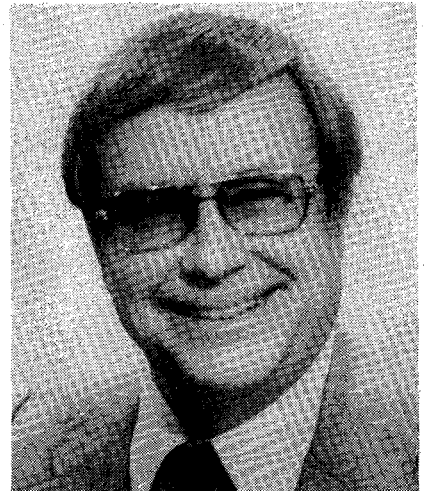
Arizona; Omaha, Nebraska; Buffalo, New York; and Puerto Rico.

If each metropolitan area listed above were to organize and solicit 20 charter members, the NESRA membership rolls would increase by 460. If only half this number were organized we would gain 230 new members. In either case, this modest beginning would result in immediate and significant growth of NESRA for the benefit of the entire organization.

The NESRA staff stands ready to assist any member wishing to establish a local chapter in his or her area. Speaking from experience, our chapter in the Minneapolis/St. Paul area (Minnesota Employee Recreation and Services Council) saved valuable time through NESRA's assistance when we first were organizing MERSC in April of 1980. We also found that other NESRA chapters were more than happy to share information regarding chapter structure, bylaws, dues and membership promotion ideas.

Attending regional and national NESRA conferences and exhibits also proved helpful to those of us intent upon forming MERSC. The opportunity to share and exchange information with others in our situation in attendance at these meetings proved invaluable to the development of our chapter.

To you NESRA members of large companies and corporations, I urge you to encourage your management



Kenneth C. Wattenberger, CESRA
Lockheed Employee Recreation Club
1981-82 NESRA President

to take out additional NESRA memberships for each branch office, division and subsidiary of your organization. A plant manager in Birmingham, Alabama, a personnel director in Jacksonville, Florida and/or a human resources manager in Des Moines, Iowa, all with the same parent organization, would each serve their own employee groups more fully by taking maximum advantage of the services and activities that a General NESRA membership affords. Branch plants, subsidiaries and divisions of companies located in areas where NESRA chapters don't currently exist

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"... With a little bit of initiative your employees can be on their way to receiving meaningful discounts that can make a significant difference in their personal finances ..."

"SALE"—"CLEARANCE"—"HALF-PRICE"—"40% OFF"—What cost-conscious consumer hasn't been lured by seductive phrases like these? With today's economy as unpredictable as ever who can afford to ignore such invitations which dangle the prospects of dollars saved in front of the budget-minded spender? Unfortunately, as most shoppers eventually find out, the "sales" they bargain for are no big deal.

Employee Services and Recreation Managers, however, are in a unique position to help their employees secure genuine savings through a well-managed discount services program. Among the most popular items such programs offer are discount tickets for admission to amusement parks, sporting events, movie houses, theatre productions and other special community and entertainment events.

Other discounts commonly offered through employee services programs include reduced prices for travellers on transportation, dining, car rentals and lodging; special rates from local retailers (cleaners, hairdressers, photo studios etc.) on their products and services; and of course reduced prices on merchandise of a general nature (luggage, typewriters, household appliances) commonly available through discount catalog merchandisers and directly through the manufacturers.

Generally, products and services available through such programs are discounted 15–20%, and those dollars definitely add up as members of the Lockheed Employee Recreation

Club in Burbank, California found out. A study of its program revealed that an estimated \$326,000 was saved by its members in 1979 through the LERC discount program: over \$45,000 in ticket sales (for theme parks, theatres, sports arenas, etc.); nearly \$63,000 in discount cards (for restaurants, hotels, car rentals, etc.); and over \$218,000 through its referral program which allowed Lockheed employees the opportunity to purchase food items, furniture, appliances, auto repairs, film processing and other products at wholesale prices—a savings of 20–60% below retail costs.

Some company programs require employees to be members of the employee association to take advantage of the discounts. With other companies, employee status is sufficient. Employees of the Salt River Project in Page, Arizona, for example, automatically become members of the company's PERA Club (Project Employee Recreation Association) upon employment. The Project's employees, however, do have an option to buy a special membership for guests and family members for an annual \$20 fee.

Proceeds generated by the Salt River Project from its discount services program go directly to the club, a non-profit organization. The club in turn helps fund special activities and services for its members.

"The discount services program enhances the family-guest membership," says Bill Erb, coordinator of the PERA Club. "It adds spice to the

overall program—it's minimal work for us and a good deal for our members."

How much time does a discount services program require? According to Bonnie Blazer, Benefits Supervisor of Human Resources, for Foremost Corporation, Grand Rapids, Michigan, the most time consuming element is establishing the program. Foremost is currently in its second year of administering the program. Discount services were available to Foremost employees in the past but a program was never really formalized.

Today, Foremost employees need only display a special ID card to participating merchants to take advantage of the discounts they offer. "We don't want our discount program to die out like it did before" Blazer explains. "Now I contact retailers once a year to see if they are still interested in continuing with it."

Duncan Marks, Department Manager for Employee Activities at Florida Power in St. Petersburg, Florida feels much the same way:

"We ask our merchants to offer a consistent year-round program," he explains. We only do business with duly licensed, established merchants. Merchants must submit a 'listing request' form to Florida Power for our approval of their discount offer to our employees. In return, the merchant is assured of its continued listing in a special company publication that highlights discounts available to our people."

(continued on page 8)



LINING UP EMPLOYEE DISCOUNTS

*by Lisa Della Rovere
Editorial Assistant*

Lining Up Discounts

(continued from page 6)

In many cases merchants will contact the company about a discount offer.

"Companies come to us," states Bill Harty, Administrator of Employee Services/Motivational Program for the Motorola Company in Austin, Texas. "We will look into the offer and make sure that everything is OK, then we go ahead and make a deal."

At Florida Power, employees often serve as tip-offs. "Often, an employee will tell a retailer all about our discount program," explains Marks, "Then, the retailer will come to us and inquire as to how he can get in on it."

According to Joanne Poore, Manager of the Employee Activities Office of New England Life Insurance in Boston, merchants are willing to offer employee discounts because of the "marketing ability" within that company. The merchant will base his discounted price on the selling potential of a company.

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"We will advertise for them in exchange for the benefits provided to our employees," Poore remarks. The company's "advertising" consists of publicity about the discount offers in the company newspaper, on bulletin boards and in special flyers distributed to employees. Whenever a new retailer is added to the program, employees are informed by memo.

Tickets sales seem to be the most successful item with employees. They are usually made available through "group sales", which offers discounts to both large and small groups. Through these sales, the Austin branch office of Motorola is able to provide discounts to five moviehouses and two theme parks in the area. Motorola has also made arrangements with the University of Texas in Austin for discounts to concerts held at the performing Arts Center and the Frank Irwin Center.

Tickets sales are often seasonal. For companies like Babcock and Wilcox in Barbertown, Ohio, amusement tickets are strongest in the summer when employees are most likely to visit the four theme parks in that locale.

Bill Harty of Motorola has also observed this trend.

"Traditionally, motion pictures are publicized more heavily around Christmastime and in the summer, so naturally our sales are better then. It really depends on the kinds of activities and events being offered. Now we're busy with concerts. The university is bringing in a lot of concerts, and they are very popular with our employees."

Imprint goods, which consist of t-shirts, jackets, mugs, hats and other items with the company's logo on it are "hot" items. According to Glen Westover, Manager of Employee Services for Babcock and Wilcox, such items are popular because employees are able to 'identify' with what is being sold. "In my opinion, Firestone and Goodyear opened up the market when they made the racing jackets and sold them in retail stores," he explains.

Logo items are often sold in company stores and are usually the store's

most popular product. Some companies, however, cannot justify the space or costs for such a venture so will go to outside vendors for these products. The discount services program can still have access to many of the same products and services offered in company stores.

Your company can provide the same type of employee benefit with some initial input on your part. With a minimum of time and effort, a discount services program tailor-made for your company's size and locale can be set up.

Do not overlook the opportunities NESRA can provide in supplementing your programs. Among the resources at your disposal are Associate Profile feature stories appearing in *Employee Services Management Magazine*, advertisers in this publication, vendors listed in the annual Buyers Guide and Services Directory (December/January issue), and of course, exhibitors who display their products and services at NESRA's annual Conference and Exhibit each May.

● Associate Mailings

From time to time, our associate members send out mailings to NESRA members describing products and services they have to offer. Read their literature and use their services. Their literature will bear the NESRA logo. Be sure to look over their products and services carefully to see how they can blend in with your program.

● Associate Profiles

Almost every issue of *Employee Services Management*, carries half-page feature stories describing in full new NESRA Associate members who may not yet be listed in our membership directory. Be sure to read them carefully. You may want to save these articles and file them along with other information in planning your discount program.

● Advertisers

Pay careful attention to the advertisements appearing in *Employee Services Management*. Our readers represent the specific market these advertisers want to attract: employee services managers, recreation man-

agers, and other professionals in the field. They're targeting their products specifically to you.

● Annual Buyers Guide and Services Directory

Be sure to review the annual listing of NESRA's Associate members, advertisers, exhibitors and other vendors which appears in the December/January issue of *Employee Services Management*. Categories in this directory of products and services include: Employee Discounts and Fundraising Programs; Professional Services and Program Information; Program Supplies; Sporting Goods; Fitness Equipment, Facilities and Services; Visitors Bureaus and Travel Information; and Theme Parks and Family Activities.

● NESRA Conference Exhibitors

Those of you attending NESRA's annual Conference and Exhibit held each May by NESRA have the opportunity to personally meet with NESRA Associate members, advertisers, and other vendors exhibiting at this annual meeting. (This year's Conference and Exhibit will be held at the Hyatt Orlando, Orlando, Florida, May 13-16.)

The exhibit hall is open several times throughout the three-day conference to allow delegates to meet with the exhibitors to learn about the products and services they can offer NESRA members. Visit the exhibit hall and inquire about the discount services programs specially tailored for your company's employees.

Stop and chat with our exhibitors stationed at the various booths, pick up their literature and exchange business cards with them. Don't think that in visiting the exhibit hall only once, you have learned all there is to know about these exhibitors' employee services programs. If a particular exhibitor has a product or service of special interest to you, go back and talk with him or her again to garner further details on what he or she has to offer. After the conference follow up on your leads and pursue those which would appeal to your employees.

There is some caution to be taken when establishing any discount program. A reliable and strong relationship with each vendor is essential.

Competence is a must for employee services coordinators, who must see to it that they obtain the best possible prices for their employees.

"Employees should not be able to buy the featured item anywhere else at a lower price—that would defeat the purpose of the discount service program," explains Mike Brown, NESRA's Director of Marketing.

Special care should be taken in negotiating a 'good' price. If the vendor

does undersell the employee services coordinator, the company will look bad to its employees. If possible, a written agreement should be made, so that both parties understand their responsibilities.

With a little bit of initiative and some caution on your part, your employees can be on their way to receiving meaningful discounts that will make a significant difference in the final analysis of their personal finances.



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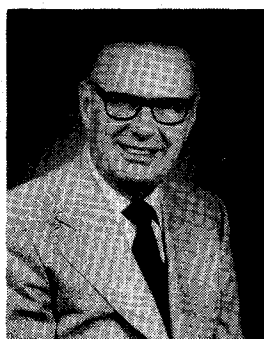
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IDEAS CLINIC



by
Melvin C. Byers, CESRA
NESRA Consultant

Q We are anticipating moving our employee services center from the personnel department location to the employee recreation building. Would you recommend this location over our present area?

A The most logical location for an employee services center is a location convenient and easily accessible for employees at all times. The center should always be within the personnel section and not apart from it. All operations of personnel should be considered as a means of communications with employees and be located together.

The flow of employees and prospective employees to one central area has considerable merit and purpose. The more traffic the personnel department encounters the more efficient the department as a whole becomes. Many times personnel areas are considered by employees, supervision, and union officers the place to be hired and the place to receive final termination of employment. The only other reason to be seen in the department may be associated with complaints, dissatisfaction with the job, and gripes that can cause embarrassment to questions asked by fellow employees.

When the department represents many services for all employees, there is less reason to associate visits to the personnel sector to one or two assumed purposes. The person applying for employment is also greatly impressed with the company as he or she sees the employee traffic and observes the many service areas available to them. There is much to be lost in the separation by locations of personnel services and considerable assets gained when the sectors of personnel operations are in the same area and closely related to each other.

The underlying principles of employee relations is as

the title indicates, relationships, which is one of close communicative concerns for the employee for services the company provides. The ideal arrangement is when all sectors relating to employee benefits are grouped together. This would naturally include medical, credit unions, insurances, company products sales to employees, suggestion coordinator, security, and the employee services operation that may involve the direction of some of the above services. There are many others including physical fitness, recreation, service awards, employee conveniences, internal communications, community employee relations, and so on. This grouping in one location with other functions of the personnel administration enables the entire staff to interact and cooperate with each other for one common purpose—that of improving employee relations.

Of course, regardless of location, a weekly or bi-weekly meeting of personnel department heads for an exchange of information and direction is a must in any well managed department. The most successful time to conduct such meetings is over lunch. This luncheon meeting restricts the amount of time available to spend on only the more important, current functions and each supervisor will then be forced to be well prepared to discuss his or her operation. This timing is good as it does not interfere with the daily work hours and volume of business yet attendance at the meeting is assured. Such luncheon meetings should be at departmental cost. As this time is one of employee's personal time, management benefits by the time given and the employee by the lunch provided, plus the job information and instructions related. The goal to establish a team effort can only be accomplished by example, and the logical place for it to begin is with the personnel staff. ■

Healthy Prospects for Employee Wellness

Story and photos by the *Los Angeles Times*

"Companies in this day and age must make every effort to protect their employees' health and to enhance their chances for even better health through education and training," says Dr. Wayne Buck, medical director for the *Los Angeles Times*. "The *Times* feels that a healthier employee is a better employee. Productivity is higher and absenteeism is lower—two factors that can save a company hundreds of thousands of dollars each year."

These factors are the basis for a wide variety of programs at *The Times* that are designed to foster the mental and physical well-being of its more than 8,000 employees.

In-house training in cardio-pulmonary resuscitation and breast self-examination have been offered periodically to all interested employees since mid-1980. In addition, the newspaper is studying implementation of a pulmonary function test for smokers and people suffering from emphysema.

The Times provides at no charge a complete immunization program for employees going overseas. Employees needing tetanus, diphtheria or influenza immunization may obtain the shots for free in the company's medical department.

A fitness center for management-level employees including a Universal gym, weights, stationary bicycles, treadmills, a whirlpool, steam



Dr. Wayne Buck, Medical Director for the Los Angeles Times (left) offers some medical advice to one of the newspaper's employees.

room and jogging track is also on the premises. When an employee begins using the center, thorough tests are made of his or her current state of fitness and a program for physical conditioning is developed, stressing improvement of the health of the employee's cardio-vascular system.

Hearing conservation is another area on which *The Times* places a great deal of emphasis. "By its nature, the newspaper industry is a noisy one, especially for employees in the pressroom. We work very hard at testing and protecting the hearing of

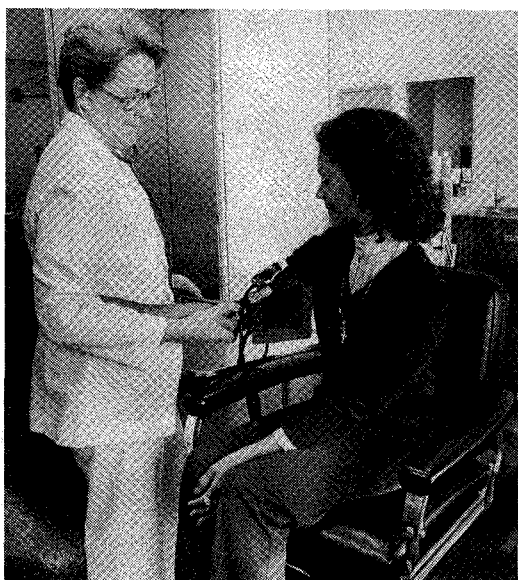
affected employees," Buck says.

Programs for alcohol and drug abusers are available through the company too, which has its own chapter of Alcoholics Anonymous as well as an outreach program for the employees participating in AA.

"We have a number of 'sponsors'—recovering alcoholics who have been sober for at least a year and a half—who make hospital visits and are available for telephone

(continued on next page)

Employee health is a top priority for the management of the Los Angeles Times. Below, a Times nurse checks one employee's blood pressure while a hearing test is conducted on another at right.



HEALTHY PROSPECTS

(continued from page 11)

counseling," Buck says. "We try to reassure employees that they aren't jeopardizing their positions with the company by admitting their alcoholism. We point out that there are examples of recovered alcoholics in all levels of the company—that 7 to 10% of any adult population is alcoholic."

Times employees in need of financial counseling have a unique option available to them. Employees with extraordinary problems may be referred to the Pfaffinger Foundation. This private, non-profit foundation was established in 1936 to assist em-

ployees of the Times Mirror Co. (*The Times'* parent corporation). It can make no-interest loans, or, in extreme cases, make gifts of emergency funds. If, for instance, an employee has had an accident or illness that costs thousands of dollars more than insurance will pay, he or she might receive assistance from the Pfaffinger Foundation.

The company also has a program designed to assist disabled employees. "When an employee goes on disability, he or she can quickly feel alienated from the workplace. Our agent makes in-home visits to ensure that the contact with *The Times* is preserved and that the employee is

taking full advantage of all benefits available," Buck explains.

According to Buck, these programs have had a definite impact on the newspaper's employees.

"Attitude and morale are not really quantifiable," he says. "However, what we do know is that turnover at *The Times* among full-time, permanent employees is very low and that employee surveys show the staff members to be well-satisfied with their working environment. We think we're succeeding in achieving the goal of optimum physical and emotional health for our employees, which leads to maximum fiscal health for the company as a whole." ■



EVIDENCE

by Frank Havlicek, CESRA
Motorola, Inc.
NESRA Vice President
Research & Education

Adverse Lifestyles Boost Hospital Statistics

When considering fitness and recreation and its effect on medical expense, you might want to remember this: *The New England Journal of Medicine* reports that a study by Harvard University researchers indicates that "adverse lifestyles" are associated with the small minority of people who consume half the hospital resources every year in the United States.

On average, 13% of the patients accounted for as much of the hospitalization costs as did the other 87%. Findings suggest that as few as 1.3% of the population consumes over half the hospital resources used in any given year.

Your company insurance department should be able to give you the age group, male/female numbers and other pertinent information to help you target appropriate programs to this group.

Florida Statistics

Bob Baldwin, Director of Walt Disney's MAGIC KINGDOM CLUB, supplied us with the following information about WALT DISNEY WORLD that can be very important in planning vacation travel programs for your employees.

Lon Kipfer of SEA WORLD and Linda Palmer of CIRCUS WORLD also confirmed the figures as being appropriate for their attractions and those in the Orlando, Florida area.

- About 75% of the guests are tourists from outside Florida, of which about 30% are repeat visitors. The remainder are Florida residents, of which 81% are repeat visitors.
- Audience mix:
68% Adult
12% Junior (12-17)
20% Children (3-11)
- Median age is 26, with the 25-34 age group predominant.
- 71% of visitors drive by car, 25% by plane.
- About 10% of visitors are foreign, including 600,000 from Canada.
- Top five origins:
 1. New York
 2. Pennsylvania
 3. Illinois
 4. Canada (mostly Ontario)
 5. New Jersey

Participation Rates On Activities Outlined

Gary Goldman, Editor of *The Sporting Goods Dealer*, has provided us with some interesting information in his recent article "Vital Statistics."

- *Aerobic Dancing*—Overwhelmingly an activity for women—some 97% of the projected participants are females. Aerobics ranks seventh on the ladies popularity list. Half the projected dancers are between 18 and 34. (Aerobic dance instructors tell me the greatest interest is in spring . . . when the ladies are starting to think about how they're going to look in their bathing suits the next summer.)
- *Exercise*—Women are definitely more likely than men to exercise. 58% of the exercise enthusiasts are females. Participation in exercise is much more likely to take place in high income households. Exercise occurs in nearly two-thirds of the households with incomes exceeding \$30,000 per year.
- *Jogging/Running*—Joggers are most likely to have high incomes, and live in large cities and in households headed by males and females with graduate educations. The correlations with lifestyle and jogging generally show greater achievement—income and education go with the greater interest in the activity.
- *Camping*—Roughly one-fourth of the U.S. population participates in camping. It is the most popular

(continued on next page)



President's Word

(continued from page 5)

would also enhance their programs by belonging to our national organization.

If your company has several facilities that could benefit from a General membership in NESRA contact headquarters with the names and phone numbers of the individuals responsible for their employee services and recreation programs. They will see to it that they receive membership information and will follow up with them to encourage their full membership in NESRA.

NESRA's new membership structure and fee schedule makes membership more affordable than ever before, especially for the many dedicated volunteers who plan and organize programs for their companies. The broader base of employee services may be appealing to the thousands of personnel managers or directors who may "wear several hats" in a company. NESRA offers these individuals a unique opportunity to learn and exchange information from our specialized field.

Let's not forget the importance that membership development should have in existing chapters. Have you planned a campaign? Do you have a Board member in charge of chapter development? NESRA plans to work closely with each chapter in helping to develop new members on a local level throughout the coming months.

NESRA's membership committee needs your help in development of both General and Chapter members. Working together as a team we can boost our membership figures significantly which in turn will expand the resources available for NESRA to become a stronger, more viable professional association. Now is the time to act.

EVIDENCE (continued from previous page)

form of outdoor recreation (not sports). The largest share of camping households—40%—have incomes of less than \$20,000.

The following statistics are also from Goldman's article. I think the list will make us all examine our program priorities again.

MOST POPULAR MEN'S ACTIVITIES April-September 1981 (Projected Participants)

INDIVIDUAL SPORTS

Activity	Participants
Swimming	51,824,000
Bicycling	35,958,000
Exercise	32,942,000
Jogging/Running	20,151,000
Bowling	16,928,000
Weightlifting	15,833,000
Roller Skating	15,064,000
Golf	13,936,000
Tennis (Outdoor)	11,377,000
Table Tennis	10,710,000
Darts	7,793,000
Racquetball	7,413,000
Tennis (Indoor)	5,438,000
Skiing (Downhill)*	3,392,000
Gymnastics	3,292,000
Ice Skating*	3,083,000
Skiing (Cross-Country)*	2,033,000

OUTDOOR RECREATION

Fishing (Freshwater)	31,478,000
Camping	27,739,000
Hunting	11,033,000
Fishing (Saltwater)	9,596,000
Archery	3,467,000

ORGANIZED TEAM SPORTS

Volleyball**	10,772,000
Football (Tackle)	8,690,000
Baseball	8,510,000
Softball	6,935,000
Basketball	3,591,000

* Measured during off-season. In season report will be available later.

**Reflects both casual and organized team participation.

MOST POPULAR WOMEN'S ACTIVITIES April-September 1981 (Projected Participants)

INDIVIDUAL SPORTS

Activity	Participants
Swimming	55,151,000
Exercise	44,938,000
Bicycling	39,330,000
Roller Skating	21,572,000
Jogging/Running	19,528,000
Bowling	16,823,000
Aerobic Dancing	11,612,000
Tennis (Outdoors)	10,408,000
Table Tennis	7,822,000
Gymnastics	7,332,000
Golf	4,434,000
Racquetball	4,186,000
Ice Skating*	3,418,000
Darts	3,418,000
Tennis (Indoor)	2,630,000
Skiing (Downhill)*	2,407,000
Skiing (Cross-Country)*	1,776,000

OUTDOOR RECREATION

Camping	23,666,000
Fishing (Freshwater)	15,149,000
Fishing (Saltwater)	4,446,000

ORGANIZED TEAM SPORTS

Volleyball**	12,191,000
Softball	5,316,000
Soccer	2,185,000
Basketball	1,693,000

* Measured during off-season. In-season report will be available later.

**Reflects both casual and organized team participation.

MOST POPULAR SPORTS

April-September 1981 (Projected Participants)

Activity	Participants	Activity	Participants
INDIVIDUAL SPORTS		OUTDOOR RECREATION	
Swimming	106,975,000	Camping	51,404,000
Exercise	77,880,000	Fishing (Freshwater)	46,627,000
Bicycling	75,288,000	Fishing (Saltwater)	14,042,000
Jogging/Running	39,679,000	Hunting*	12,283,000
Roller Skating	36,636,000	Archery	4,394,000
Bowling	33,751,000	ORGANIZED TEAM SPORTS	
Tennis (Outdoor)	21,785,000	Volleyball**	22,963,000
Weightlifting	18,849,000	Softball	12,252,000
Table Tennis	18,533,000	Football (Tackle)	9,292,000
Golf	18,420,000	Baseball	8,874,000
Aerobic Dancing	12,065,000	Soccer	8,817,000
Racquetball	11,599,000	Basketball*	5,284,000
Darts	11,211,000		
Gymnastics	10,624,000		
Ice Skating*	6,501,000		
Skiing (Downhill)*	5,799,000		
Tennis (Indoor)	5,438,000		
Skiing (Cross-Country)	3,810,000		

* Measured during off-season. In-season report will be available later.

**Reflects both casual and organized team participation.

TOURNAMENT NEWS

by Leroy Hollins
Martin Marietta Aerospace
NESRA Vice President,
Tournaments and Services



Catching Up on NESRA's 1981 Fishing Contest

NESRA's 1981 annual Fishing Contest has officially closed. Special thanks to Dale Hails of Dofasco, Inc. for coordinating the tournament and to the following members of the American Fishing Tackle Manufacturer's Association for their contributions:

Bead Chain Tackle Company; Carl W. Newell Mfg. Company; Crankbait Corp.; Cutter Laboratories; Eagle Claw; Eppinger Mfg. Company; Fenwick; Fletcher Engineering; Gutmann Company; Helin Tackle Company; Hopkins Fishing Lures Co.; Kirsch Enterprises Ltd.; L&S Bait Company; Mister Twister; Pflueger; Plano; Plastic Research & Development; Sampo Inc.; Scotch Game Call Company; Shimano American Corporation; Stillfish Corp.; Trimarc Fishing Equipment; Truturn Inc.; Uncle Josh Bait Company; Vexilar; Vichek Plastics Company; Whopper Stopper; Wig Wag; Woodstream Corp.; Yakima Bait Company; and Zebco (Division of Brunswick).

Special door prizes were awarded to the following entrants: Grand prize: P. M. McElyea, Sr., Abbott Laboratories, precision depth finder; 2nd Prize: R. Phillips, Dofasco, Inc., tackle box, rod and reel; J. A. Suker, Bankers Life & Casualty, tackle box, rod and reel; 4th Place: Q. L. Sommers, 3M Co., tackle box; 5th Place: B. J. Hull, Dofasco, Inc., tackle box; 6th Place: H. Hager, Dofasco, Inc., tackle box; 7th Place: J. Christenson, Abbott Laboratories, tackle box; 8th Place: N. Lee, Jr., 3M Co., rod and reel; 9th place: R. F. Dompke, Bankers Life & Casualty, fishing knife; 10th Place: T. J. Jablonski, 3M Co., spin casting reel.

The following winners will be receiving an individual

trophy, a Woodstream tackle box and a Zebco rod and reel for their catches:

WINNER	COMPANY	CLASSIFICATION
K. R. Van Laeke	Abbott Labs	Smallmouth Bass 3 lbs. 14 oz.
Andy Jenson	General Mills	Muskellunge 30lbs.
K. A. Rutkowski	3M	Largemouth Bass 5 lbs. 11 oz.
R. M. Goniea	Michigan Bell	Salmon 27 lbs. 2 oz.
P. Werner	Michigan Bell	Rainbow Trout 12 lbs. 6 oz.
J. R. Carter	Dofasco Inc.	Pickereel 14 lbs.
H. Hanson	3M	Lake Trout 27 lbs.
M. D. Marohn	3M	Pike 27 lbs. 8 oz.
W. E. Cawood	NARF	Yellow-Fin Tuna 230 lbs.
R. F. Smith	3M	Bluegill 1 lb. 5 oz.
L. G. Shea	Itek Corp.	Sea Bass 46 lbs. 6 oz.

Know us by the companies we keep



The National Employee Services and Recreation Association is known by the companies it keeps—year after year. Over 2,200 members represent NESRA which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NESRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NESRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NESRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NESRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.

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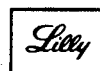
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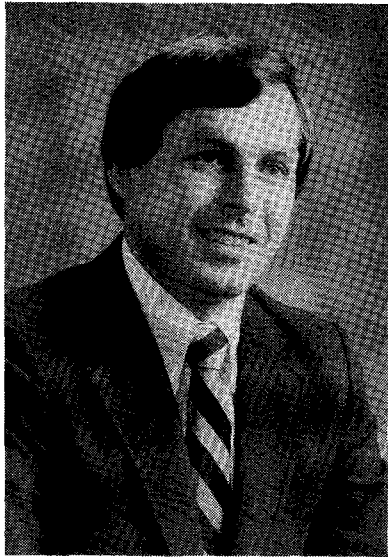
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Making the Most Of Your Conference Experience

*by Ronald C. Jones, CESRA
Oneida Silversmiths
Member, NESRA Board of Directors*

Today, most organizations strongly encourage employees to pursue personal and professional development activities. Organizations that are concerned with the professional growth of their employees will either sponsor in-house training activities or bear the expense of outside seminars or learning experiences. The benefits of such personal and professional development activities to both the employee and the organization are numerous.

Employees keep abreast of recent developments in their field, discuss work-related problems or activities with other professionals, maintain professional certification through continuous education, represent and generally enhance the reputation of their organization in professional circles and as a whole, become better informed and more well-rounded employees. The organization is also able to utilize the newly acquired professional knowledge and skills its employees develop. Participating in a professional development program by attending a conference offers an opportunity to learn and share real-world experiences and tried-and-proven methods. In addition, any professional recognition that is obtained by an organization's employee reflects on the organization itself.

If your company is a member of the National Employee Services and Recreation Association, it realizes the importance of being affiliated with the organization which is the leader in the employee services and recreation field. Your membership in NESRA offers you an opportunity for professional development by providing our trade journal *Employee Services Management Magazine* and other educational publications, obtaining professional certification as a CESRA or CESRL and using the services of the NESRA staff. Attending NESRA's Na-

tional Conference and Exhibit will offer you the opportunity to meet people in your field from companies across the nation and even other countries to discuss mutual problems and program possibilities.

If your organization is not a NESRA member, but is considering membership, attending the National Conference and Exhibit in Orlando, May 13-16 would be an excellent opportunity to evaluate NESRA'S professional services and learn how it can help your organization meet its goals and objectives.

I strongly encourage any individual who is truly interested in his or her own personal development and the professionalism of this organization, to attend the Orlando Conference and Exhibit. The Conference program contains a variety of sessions for leaders in the field of employee services, employee recreation, personnel, employee relations, health and fitness. Volunteers, leaders of employee activities and clubs, and others concerned with building and maintaining a high degree of employee morale for their companies would also benefit by attending. In addition to meeting with a number of experts in our field, you'll have the opportunity to introduce yourself to the NESRA staff and Board of Directors. Part of their jobs is to help you meet other members and make the most of your Conference experience.

The importance of this annual event cannot be overstated. From the time the Conference and Exhibit opens May 13 until it closes three days later, there is much to be gained and learned. Whether it's a session on Employee Assistance or Beginning a Fitness Program, a walk through a colorful exhibit hall, a banquet, breakfast or social hour or just an informal discussion with a fellow

(continued on page 18)

Your Conference Experience

(continued from previous page)

delegate, this is your opportunity to learn as much as you can about NESRA and the field it represents. It is a total learning and sharing experience.

One of the most outstanding benefits of attending a National Conference is the chance to meet the Exhibitors and Associate members of NESRA. There are several exhibit hall sessions scheduled throughout the Conference to provide you with time to meet every exhibitor. Collect all the information you can about every supplier, even if their information seems outside your organization's current interests. The exhibitors provide recreation and employee service administrators with tips and ideas that you can incorporate into your activities to strengthen and expand your employee programs. Their products and services can help to enhance your program as much as the educational sessions will. They also help support NESRA, through their dues as Associate members, fees as exhibitors and advertising dollars in *Employee Services Management*.

TIPS ON ATTENDING

Pre-Conference

- Set your conference objectives.
- Obtain travel authorization from your company.
- Make travel plans early—Send your conference registration in early—Arrange for transportation & lodging. Determine whether you will need a rental car (transportation is provided to all conference functions).
- Coordinate your plans with other staff members from your organization who are attending.
- Leave your itinerary with your secretary or supervisor.
- Review expense reporting policy & procedures and obtain travel advance funds.

Conference Time

- Check into the hotel upon arrival.
- Check in at the Conference registration desk—pick up conference materials.
- Wear your badge for identification.
- Orient yourself with the hotel and conference facilities. Locate the meeting rooms and Exhibit Hall.
- Introduce yourself to other delegates.
- Attend the familiarization session & conference opening.
- Plan what sessions you will attend—set priorities. If you have other delegates from your organization present, cover separate sessions and exchange notes and materials. You may purchase tapes of any session you are unable to attend.
- Use meal and social times to share ideas and experiences with fellow delegates.

- Exchange business cards with delegates and exhibitors.
- Talk with students—many will be in attendance looking for internships or staff positions.
- Dress: most sessions are informal, however, you should plan to dress appropriately for dinners, the Management Luncheon and President's Ball.
- Attend your regional breakfast and the NESRA Annual Meeting to meet others from your region and to better understand NESRA.
- Ask questions and participate in discussions at sessions.

Post-Conference

- Evaluate your conference experience.
- Organize your new found information according to your goals and objectives.
- Complete all travel expense reports.
- Write a conference summary report for your association's Board of Directors and other corporation officials who have an interest in the program.
- Follow through with any commitments you made to fellow delegates for information and activity materials.

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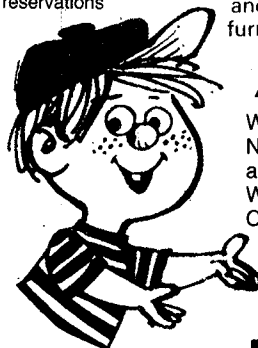
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ANNOUNCING

**National Employee Services &
Recreation Association**

**41st Annual Conference and Exhibit
Hyatt Orlando
Orlando, Florida
May 13-16, 1982**

Complete registration form on reverse page and return to:

**NESRA • 20 N. Wacker Drive • Suite 2020 • Chicago, IL 60606
(312) 346-7575**



Registration

The 41st Annual NESRA Conference and Exhibit Hyatt Orlando—Orlando, Florida May 13–16, 1982

Data

Name (Print) _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____

Phone (_____) _____ Number of Employees _____

Status: CESRA ☐ CESRL ☐ New Member (Since 6/1/81) ☐

Number of previous National Conferences attended _____

Names of others in your party _____

for cross reference—submit separate registration forms

Expected date of arrival _____ Departure _____

PLEASE FILL IN AS YOU WOULD LIKE YOUR BADGE TO APPEAR

Common First Name _____

Full Name _____

Organization _____

City, State _____

Registration Packages

—IMPORTANT—
CIRCLE YOUR CATEGORY

(Fee includes group meals and social functions)

	Prior to April 1, 1982	After April 1, 1982
Delegate—NESRA member	\$160.00	\$170.00
Non-member delegate	\$180.00	\$190.00
Associate Members not exhibiting	\$250.00	\$275.00
Commercial attendees not exhibiting	\$275.00	\$300.00
Spouses	\$ 80.00	\$ 90.00
Student Attendees	\$ 85.00	\$ 95.00
Retirees	\$ 75.00	\$ 85.00
Children	\$ 65.00	\$ 75.00

Please include your check payable to: National Employee Services & Recreation Association. Advanced registration cannot be accepted without full payment in advance. You may register at conference time but with some inconvenience to you.

Mail checks and registration to: NESRA, 20 N. Wacker Dr., Suite 2020, Chicago, Illinois, 60606

Cancellation . . . Full registration will be refunded if cancellation is received postmarked no later than May 2, 1982. After this date full refund cannot be guaranteed. No refunds will be made unless request is filed before June 20, 1982.

1982 NESRA Conference and Exhibit Program at a Glance

Thursday, May 13, 1982

8:00 AM

Registration Opens

2:00 PM–2:30 PM

Speakers, Chairmen, Vice Chairmen Orientation

2:00 PM–2:30 PM

Familiarization to NESRA and the Conference—*This orientation session is for first-time attendees and new members in NESRA.*

2:00 PM–3:00 PM

Spouses' Reception

3:00 PM–4:30 PM

Conference Opening and General Session—"Yes We Can"—*An inspirational and motivational presentation given by an individual who has many impressive accomplishments within the field of recreation despite being blind.*

5:00 PM–7:00 PM

Exhibit Hall Grand Opening

7:15 PM

Evening at Circus World—*Transportation, dinner and entertainment provided.*

Friday, May 14, 1982

7:00 AM

Exercise Session

8:00 AM–9:00 AM

Regional Breakfasts

8:30 AM–10:30 AM

Spouses' Hospitality

9:15 AM–10:00 AM

- a) "Employee Assistance Programs—Should We, Could We and How Would We?"—*This subject will deal with drug and alcohol treatment programs and the expansion of these into areas such as personal financial counseling, family counseling, etc.*
- b) "Employee Associations—To Be Or Not To Be?"—*Information will be provided regarding the pros and cons of employee associations, the legalities and the mechanics for development.*
- c) "Computer Hardware and Software—Information At Your Fingertips"—*This session will demonstrate the benefits of utilizing computers for employee activity programs and will provide information on how they can be programmed into an existing system.*
- d) "Student Session—Making That Giant Step"—*This topic will be of interest to students who are planning a career in the field of employee services and recreation.*

10:15 AM–Noon

"Strategy Exchange/Make Room in Your Mind For The Things of Tomorrow"—*Informal discussion with experts in the following areas: Awards & Recognition, Budgeting, Chapter Leaders, Certification, Clubs, Company Stores, Discount Services, Employee Assn. Leaders, Employee Surveys, Fitness Facilities, Fund Raising, Internships, Intramural Leagues, Legislation, Meeting Planning, Miscellaneous, Pre-Retirement Programs, Publicity, Staff Management, Travel*

11:00 AM–4:30 PM

Spouses' Program—Disneyworld

12:15 PM–1:45 PM

Management Luncheon

2:00 PM–2:45 PM

"Coping With Life On The Run"—*This presentation will bring to light how fitness programs and recreational activities should complement each other so as to improve a person's lifestyle.*

3:00 PM–3:45 PM

- a) "Communication Techniques—Reach Out and Sell Someone" Part I—*This two-part series will help you develop communication skills toward management, employees, press and media, and community organizations. Also included will be exercises in techniques utilizing video equipment.*
- b) "Beginning Fitness Programming—Starting Out On The Right Foot"—*The answers to the often asked question "Where Do I Start?" will be provided at this session.*
- c) "Non-Job Related Education Programs"—*This topic will deal with types of adult education programs that would be of personal interest to your employees. Some examples are: language classes, investments and CPR training.*

4:00 PM—4:45 PM

- a) "Communication Techniques—Reach Out and Sell Someone" Part II
- b) "Chapter Development—What's In It For You?"—A look at how to start a NESRA Chapter in your area covering items regarding bylaws, dues, organization structure and benefits.
- c) "The How, When and Where of Facilities Rental"—This session will give you ideas on sources for renting facilities as well as financial and safety considerations.

5:00 PM —7:00 PM

Exhibit Hall Open/Wine & Cheese Reception

7:00 PM

On Your Own

Saturday, May 15, 1982

7:00 AM

Fun Run

8:30 AM—10:30 AM

Exhibit Hall Open/Continental Breakfast (Spouses included)

10:45 AM—11:30 AM

"Stress and the American Work Ethic"—A timely subject that will present information on the work ethic as perceived by employees today and how job related stress has become a genuine concern of business today.

11:00 AM—3:00 PM

Spouses' Shopping Tour—Lake Buena Vista

11:30 AM—1:00 PM

CESRA/L Luncheon

11:30 AM—1:00 PM

Lunch on your own.

1:00 PM—2:00 PM

"Practicing Reasonable Care in Your Programs"—There are many precautions that must be taken when planning recreation programs and special events. This session will cover these and give you additional ideas that will eliminate risks before they become problems.

2:15 PM—3:15 PM

NESRA Annual Meeting

3:30 PM—5:30 PM

Exhibit Hall Open

7:15 PM

President's Ball/Dinner and Dancing

Sunday, May 16, 1982

7:00 AM

Exercise Session

9:00 AM—9:45 AM

"Don't Reinvent the Wheel"—Concurrent sessions each providing the attendee an in-depth look at a proven successful activity.

10:00 AM—10:45 AM

"Beyond Fitness"—This session will bring out the ingredients for a total "Lifestyle" program. The scope of activities that will be covered include health screening, nutrition, weight control and stress management.

11:00 AM—12:30 PM

Closing Brunch/Exhibitors' Door Prize Drawings

THE ETHICAL DILEMMA

What's Right? What's Wrong

By Margo Vanover Porter

Most ethical questions don't have clear-cut black or white answers—often they are shades of gray. Though "The Ethical Dilemma" was written with association executives in mind, much of what it has to say can apply to professionals in our field. The most striking parallel is that like many association executives, NESRA members often work closely with suppliers representing a wide variety of products and services. What's right and what's wrong in dealing with these suppliers is touched on here offering some quality food for thought about the ethics of the Employee Services and Recreation professional.

(Reprinted with permission from the October 1981 issue of ASSOCIATION MANAGEMENT Magazine. Copyright 1981, the American Society of Association Executives.)

An association executive's ethics are put to the test almost daily. And, for the most part, each test has a thousand spectators.

"It's like living in a glass bowl," says one executive. "Association executives must hew to a strict line of ethics. They must conduct themselves in a manner that is completely above reproach because they have lots of members, and they are under surveillance all of the time."

When this executive refers to ethics, he is not talking about an association executive who is flagrantly dishonest or obviously breaking the law. Not at all. He says that ethical questions are more subtle, which makes it harder to distinguish between right and wrong answers.

For instance, suppose that you become a personal friend of your association's elected president and start to see each other on social occasions. Do you continue to write off the cost of entertaining your president on the association expense account?

On one hand, you could say that it is a justifiable expense. After all, you are building good will between the association and its elected leader. You could also insist that part of an association executive's job is social, whether it's entertaining a member, another association executive, or a government official.

One executive says he "would always consider it an association expense when meeting with a member, regardless of how friendly or unfriendly I was with him."

On the other hand, you could say that a social event should not be attributed to an association expense account because the purpose of the get-together was not to discuss association business.

This is a question of ethics, and only you can make the distinction between what is right and what is wrong. You are the one who must be able to look in the mirror at the end of the day and say 'I did the right thing.'

A key to success

Ray Roper, CAE, senior vice president, National Association of Realtors®, Chicago, says he has "never seen an association executive who did not have high ethical standards enjoy long-term success."

Sure, he says, some unethical executives may get a momentary glimpse of success. But it's almost always fleeting. "Sooner or later their ethics—or lack of ethics—will catch up to them, and they will pay the price. That price is the loss of job, the loss of prestige, the loss of stature."

(continued on page 24)

THE ETHICAL DILEMMA

(continued from page 23)

Joe M. Baker, Jr., CAE, executive vice president, Association of the Wall & Ceiling Industries, International, Washington, cites the executive he once knew who obtained a commission on everything the association purchased. Everything. Office supplies. Airline tickets. Printing. Hotel rooms. The list went on.

The association didn't pay higher prices for services or products because of the arrangement, but for everything the association did buy, the executive got a kickback, Mr. Baker explains.

The association's board of directors got wind of what was happening, and according to Mr. Baker, the executive was fired. "He should have been," Mr. Baker says. "He deserved to be fired for obtaining a commission on the association's business."

Another ethical situation is explained by George D. Webster, senior partner, Webster, Chamberlain & Bean, Washington. In this case, an association executive formed a travel agency and booked all of the association's travel business through it. "Is that unethical?" Mr. Webster asks. "As long as the travel agency was competitive and the relationship was disclosed, what's the difference?"

In his opinion, "The answer to many ethical problems—aside from integrity—is full disclosure."

There is little doubt that association executives have numerous opportunities to take advantage of their positions. "The typical association executive is constantly exposed to the opportunity to act in a less-than-ethical fashion," Ray Roper says. "He is constantly placed in situations where people are trying to influence him, his association, and his leaders. Association executives need to be aware of this aspect of their jobs and be on guard against falling into an unethical trap."

Mr. Roper says that association executives encounter many gray areas where it's difficult to distinguish right

from wrong. "But there is always an answer that is more right than the others," he says. "Too often people use 'There's no right answer' as an excuse."

When operating in gray areas, he says executives generally establish a pattern: They either consistently move toward the white area or they consistently move toward the more shady, black area.

Jack Wayman, senior vice president, Electronic Industries Association, Washington, agrees. "Once you start being unethical," he says, "it's hard to stop. It becomes a habit. And it will catch up to you."

Four specific situations

There are some ethical situations that have plagued the association management profession for years—not because any of them are explicitly unethical but because they can be perceived as unethical in certain circumstances.

ASSOCIATION MANAGEMENT decided to tackle these gray ethical areas by asking association executives and suppliers how they perceive each issue. The specific questions are:

1. Is it ethical for an association executive to go on a familiarization trip when there is little or no possibility that his or her association will ever schedule a meeting in that city?
2. Should an executive use a vendor who is a relative of his or hers for association business?
3. Should an executive take a gift—or even a substantial discount—from a member?
4. Is it ethical for an association executive to book a block of rooms for members at higher-than-normal group rates, with the understanding that the rate differential will be given back to the association to help pay for meeting expenses?

Familiarization trips

According to Joe Baker, "it's highly unethical" for association executives to go on a familiarization trip—or a fam trip as they are called by association insiders—when they know from the outset that they will never book a meeting or convention in the host's city.

"I personally object very strongly to association executives doing it," he says. "Site inspection trips are for a purpose, a legitimate purpose. I personally never go on them unless there is a possibility of booking a convention there."

Vance E. Lockhart, CAE, senior vice president of the Arthritis Foundation, Atlanta, Georgia, takes a different stance. He does not consider accepting a fam trip a question of ethics for association executives. In his opinion, it's up to the hotel or convention bureau that is hosting the trip to make sure an association executive is interested in its site before the invitation is issued.

"If they are smart, they will make sure association executives are potential customers before they ask them," he says. "If the London Convention Bureau asks me to go on a free site inspection trip, I'll go. I don't regard that as an ethical question."

John F. Metcalfe, vice president of sales for the Fairmont Hotel Company, Washington, backs up that position by saying that fam trip sponsors should carefully screen prospects before issuing invitations. "I don't think any hotel executive worth a grain of salt would invite an association executive on a fam trip unless he thinks the executive is a good prospect," he says.

How do hotel executives know whether an association executive is a good prospect? Very easy. They ask. And that, according to Mr. Metcalfe, is where an association executive's ethics come into play.

The cold, hard truth

When hotel sales people call and query association executives about the possibility of sponsoring a meeting in a certain city, Mr. Metcalfe says that association executives should give the cold, hard truth.

"All we expect from association executives is that they be honest and factual about their intentions for future business with us. We prefer them to be upfront. If they can't use the Fairmont, they should just say so."

Occasionally an executive who is upfront and says, "No, I can't use your facilities," will still be invited

to go on the fam trip. This happens, Mr. Metcalfe says, when the executive is a heavyweight in the association profession and will lend prestige to the trip just by being there. In that situation, Mr. Metcalfe says, the executive should feel no qualms about attending.

P. D. "Bud" Hermann, CAE, executive vice president, Associated Equipment Distributors, Oak Brook, Illinois, has heard the horror stories about free-loading executives who will go anywhere any time—as long as somebody else is picking up the tab. In fact, he says, it used to be one of his favorite reasons for jumping on a soapbox.

Relatively rare today

But his soapbox days are pretty much over, he says. "I'm told by my hotel friends that it doesn't happen very much anymore. It's relatively rare in our business these days."

R. William Taylor, CAE, executive vice president, Society of Manufacturing Engineers, Dearborn, Michigan, couldn't agree more, saying that most executives don't have the time or the inclination to go on boondoggles anymore.

"Most executives I know are trying to minimize their travel. They don't need another trip, especially if it's unnecessary. There are already enough places that they have to go for their jobs."

My brother the printer

"It's always a matter of question when you are carrying on the business responsibilities of your association and you conduct business with relatives," says Robert H. Steel, CAE, ASAE's acting general manager. "The better part of valor is to avoid that practice."

Joe Baker doesn't agree. "My son's a printer," he says, "and I give him business once in a while. I don't see anything wrong with it. He bids a job along with everybody else." Mr. Baker explains that his members know about the relationship and have voiced no complaints.

Using a vender who is a relative doesn't pose a problem for Ray Roper either—as long as good business

practices are followed. "If the vender is providing high quality service at competitive rates, I don't think it matters whether the vender is your brother, father, mother, or your second cousin."

However, for personal protection, Mr. Roper advises executives to obtain written bids on all jobs and to fully disclose it if a relative obtains the work. People have a tendency to assume that good business practices weren't followed, he says, if they do not know about the relationship from the beginning.

Association executives often run into what Jack Wayman, Electronic Industries Association, calls a "conflict by coincidence." This occurs, he says, when an association executive needs a particular service or product and it just so happens that a friend or relative can provide it.

"If there is a conflict by coincidence, you must ask yourself, 'Am I giving business to this supplier because he or she is a friend or relative, or am I doing it because it's a good business practice?'"

Another ethical dilemma for association executives is member gift-giving. Should an executive accept a new boat or a diamond ring or free dental service when it is offered by a member? Or should the executive return such offers with a thanks-but-no-thanks reply?

The consensus is that it depends on a number of factors—whether the gift is of value, whether the executive keeps the gift under wraps, whether the gift is for personal or association use, or whether there could be any strings attached.

"I will take anything they offer as long as it's for the association," says Joe Baker, explaining that his members recently completed about \$60,000 worth of free work on his association's headquarters.

Accepting a gift for the association could be condoned, says Ron Keener, CAE, executive director of the Illinois Association of Professional Insurance Agents, Springfield, but accepting a gift for personal use is out of the question.

"I happen to work for an association," he says, "but I don't run my personal finances or property through it. I am an employee hired to give service to the members. I'm not here to enrich myself, and I shouldn't be given a favored status."

Other executives don't see the acceptance of a personal gift in such a cut-and-dried manner. "Most association executives are given freely, or at a lower price, products and services by one or more of their members for personal use," Bob Steel says. "That has been an acceptable practice—seemingly no harm having come from it." He says, however, that depending on the gift's dollar value, it might be better to run it by an association committee for evaluation.

For instance, Mr. Steel is the owner of a residential swimming pool that was largely paid for by members of the National Spa and Pool Institute, Washington. As the former president of that association, members of the swimming pool industry believed that he should own the product his association represented. The entire situation was handled democratically by a committee that was set up to screen the various offers from members. It was common knowledge, Mr. Steel says, and members openly vied for the privilege of putting in the pool and supplying the support equipment.

Maybe a pen or pencil

Two other executives frown on accepting gifts from members—unless, of course, the gift is in the category of a pen and pencil set.

"I wouldn't mind taking a courtesy price from a manufacturer," says Jack Wayman, explaining that such a discount is extended to just about anyone who is allied with the electronics industry. But outright gifts he doesn't allow, for himself or association staff.

Frank McCarthy, executive vice president, National Automobile Dealers Association, McLean, Virginia, follows the same pattern. "My opinion is that the executives should accept a wholesale price but should

(continued on next page)

THE ETHICAL DILEMMA

(continued from page 25)

not accept the product as a gift. He should pay at least the member's price for the product."

When he buys a car, Mr. McCarthy explains, he buys the car of his choice at cost. "But I would never want to take a car at less than cost because I would not want to become obligated to any individual member. It could compromise the interests of the association."

Of course, some executives may be in industries or professions where gifts are not much of a temptation. For instance, Bud Hermann at the Associated Equipment Distributors says, "I can't do much with crawler tractors and cranes myself."

Commission on hotel rooms

An issue that has been debated for years is whether an association executive should book a block of rooms

for members at higher-than-normal group rates and then give the association the rate differential.

If it's concealed from members, Bill Taylor says it's obviously unethical, and, if word ever got out, it could undermine members' confidence in the association. "If you do it, you take an awful chance that it will get back to your members. The whole credibility of your association could be damaged."

"An association executive must be careful of appearances," he adds. "It's the little things that can chip away at a member's confidence in the association."

Putting the situation in a more personal perspective, one executive says this: "If I found out after the fact that I, as an association member, was paying higher-than-normal rates for a hotel room, I would be quite pained. And I would consider the association unethical."

Another association executive raises this point: "What is the difference between that and negotiating the price of a meal down to \$17 and then charging \$25 for a meal ticket?" he asks. "Isn't this all part of a normal buying and selling situation?"

Joe Baker's association has been obtaining a commission on hotel rooms for years. He has no qualms about doing it because the procedure is spelled out on each member's registration form. And it does produce revenue.

But Bob Landry, director of sales for the Spa Hotel and Mineral Springs, Palm Springs, California, questions the necessity of the procedure. "Couldn't an association executive get the same result by charging \$5 more in registration fees?" he asks.

John Metcalfe, Fairmont Hotel Company, reiterates the same point, saying that raising registration fees would be more equitable for all association members than obtaining a commission on hotel rooms. He says

this is particularly true when several hotels are used at one convention and not all of the hotels will agree to the commission arrangement. Then, he says, some members will be subsidizing the association and others won't.

Generally, Mr. Metcalfe says, the Fairmont will refuse an association executive's initial request for a commission on each room booked. However, if the executive persists, the hotel will agree to the commission if two conditions are met: (1) The association tells its members that these are not the hotel's normal group rates. The Fairmont, like other hotels, wants to be competitive and therefore prefers that its real rates are known; (2) The money from the rate differential is applied to the association's master account and not handed over to one individual.

Stand up to scrutiny

Ron Keener advises association executives to avoid the practice unless they can defend it in good conscience. This question, just like all ethical questions, must be able to withstand scrutiny, he says.

"Ethical questions are not easy, but we generally do know the proper way to do something," he says. "If it can't stand the light of day, don't do it. And most of us know what can stand the light of day."

For more information . . .

For more information on the subject of ethics, you can order the pamphlet, "Common Sense & Everyday Ethics," from ASAE's Information Central, 1575 Eye Street, N.W., Washington, DC 20005.

The 35-page brochure covers such topics as the meaning of ethics, why association executives and others should be ethical, and how one decides what is ethical.

The cost of the brochure is \$1; discount quantities are available. All orders must be prepaid.

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NEWS IN BRIEF

"Don't Be Shocked" Warns Safety Council

Get a handle on your CB, but don't let it be "Shock Victim."

That's the advice of Russ Marhefka, director of product safety programs for the National Safety Council.

Between 40 and 50 persons are electrocuted annually as they install the antenna to their citizens band radio home unit, says Marhefka. The CB radio owner, in the process of setting up the antenna on his roof, accidentally brushes the antenna mast against a nearby power line. The electrical current from the power line then passes into the antenna and through the body of the owner holding the antenna.

Last year, the Consumer Product Safety Commission proposed a standard that either would require or allow CB manufacturers voluntarily to

produce antennas that would not transmit a lethal dose of electricity to the CB installer should the antenna mast touch a high-voltage power line. The proposed standard is pending.

Citizens band radio groups and the manufacturers favor an educational campaign because they say the problem is caused by improper installation and is not due to faulty product design. The CPSC also believes greater publicity of the risks of CB antenna installation is necessary.

Marhefka advises owners of CB radio home units to be careful when they are putting up the antenna on their roof. He suggests:

- Never install the antenna by yourself. Have someone assist you and look out for power lines or telephone wires.
- If a power line passes over your roof, install your antenna as far away from it as possible.

- Be sure the antenna is secure so it won't tip over in a storm and touch a power line.

- Be careful when you carry the antenna. As you are climbing a ladder, have someone hold the base of the ladder.

A citizens band radio is a great source of help in an emergency but care should be taken to install its antenna properly to avoid electrocution.

Hearing Protection Tips For Shooting Enthusiasts

If you've ever heard a ringing in your ears after firing a rifle or shotgun, please listen up. Your ears are trying to tell you something.

Ring in the ears is a signal that you are subjecting yourself to potentially damaging sound levels. Numerous tests conducted over the past 30 years have revealed that continued exposure to gunfire can cause gradual—and permanent—hearing damage. The ringing will go away. The damage will not.

The repetitious firing on skeet, trap and target ranges probably produces the most damage, and often the loudest round reaching the shooter's ears comes not from his gun, but from the person nearby doing the shooting. This fact should be a warning to all observers, even those who merely throw clay pigeons. Under these circumstances, there are no excuses for not wearing hearing protectors.

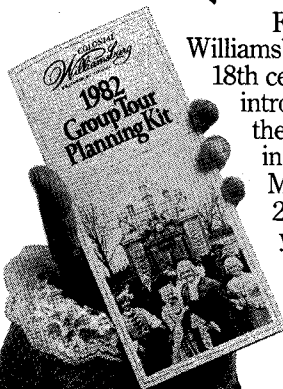
The plug type are inexpensive, and when inserted tightly enough to produce a seal, they may reduce the noise by 30 decibels in the important frequencies.

Disposable plugs of cotton impregnated with wax are one alternative to rubber ear plugs and are about equally effective. Here again, an airtight fit is necessary. Another alternative is a soft mold of silicone rubber that is custom-made to fit the individual shooter's ear exactly.

The most effective of all practical protectors are the muff-type devices

(continued on next page)

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NEWS IN BRIEF

(continued from page 27)

worn by some airline ground crews. These muffs reflect sound off their hard outer shell and muffle sound inside via sponge rubber and a "dead air" space. They afford 30-to-45 decibel attenuation (noise reduction) when fitted tightly to the head.

Serious firearms enthusiasts who begin wearing muffs often notice that their marksmanship scores improve. They reason that the muffs help them to overcome a natural avoidance reaction to the ear pain produced by shooting. The routine use of hearing protectors is certainly less of an annoyance than the ringing in the ears—not to mention the hearing loss—that the muffs prevent.

A 12-page booklet highlighting the importance of hearing protection and numerous other aspects of firearms safety is available for 25 cents from the National Shooting Sports Foundation, 1075 Post Road, Riverside, CT 06878.

Joggers Urged To Run on the Safe Side

Joggers who forget that they are also pedestrians risk having a serious run-in with a motor vehicle.

That's the word from the Automobile Club of New York.

A study of jogger-and-car accidents conducted by the Insurance Institute for Highway Safety found that more than half of the reported collisions—and two-thirds of the fatal accidents—took place during non-daylight hours. More often than not, the auto club reports, joggers were struck while running in the same direction as vehicles. In a substantial number of collisions, two or more persons were jogging together.

Runners are urged to jog defensively and not to succumb to a false sense of "jogger's immunity" on the roadway. Here are some safety tips to keep in mind:

- Try to jog during daylight hours. If you do run at night, wear light-

colored and reflective clothing.

- Run on the sidewalks where possible.
- Where there are no sidewalks, jog on the left facing traffic. In this way, oncoming cars can be observed—and avoided.
- Run on the shoulder or close enough to the edge of the road so that vehicles in the nearest lane do not have to alter their paths.
- When running with others, jog

in single file.

- Remember the "basics": cross only at corners, watch for turning cars, look both ways before crossing.
- Don't make assumptions about what a driver might do, especially at intersections with right or left turn-on-red.
- Don't run out of patience when waiting to cross a road. Learn to run in place until you can resume jogging safely.



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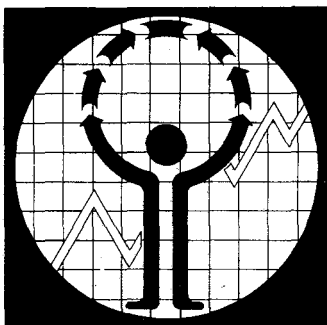
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Fitness/Health Bulletin



Richard M. Brown, CESRA
Texas Instruments, Inc.
NESRA Vice President
Fitness and Health



Smoking Cessation Programs

An employee Fitness and Health program should include various "education" or seminar type programs to help employees deal with specific health problems. In fact, even though you may not be able to develop a complete fitness facility, you can always find a conference room in which to conduct classes on diet and nutrition, weight control, stress management and smoking cessation.

As confirmed by the most recent (February, 1982) U.S. Surgeon General's Report, "cigarette smoking is clearly identified as the chief preventable cause of death in our society". A Smoking Cessation program is therefore one of the most valuable services you can offer your employees. The work place is ideal for this because of the convenience and peer support (pressure?) it provides.

There are a variety of different types of smoking cessation programs available. Dr. Charles A. Berry, M.D., the former chief medical director of the U.S. space program, has done a very good job of describing these in his publication *Good Health for Employees and Reduced Health Care Costs for Industry*. Our grateful appreciation to Dr. Berry and the Health Insurance Association of America for their permission to reprint that portion of his book for your information.

(Available from: Advertising & Promotion Health Insurance Association of America, 1850 K Street, N.W., Washington, D.C. 20006. Request Item #1740. \$2.00 each, plus postage.)

From an overall health standpoint, successful smoking cessation programs should have the greatest benefit because there would be a salutary effect on the rate of coronary heart disease, cancer of the lung, mouth and throat, and on emphysema. Smoking contributes to 25% of all deaths from cancer and 40% of all male cancer deaths. Those who smoke one pack of cigarettes daily have a 50% greater rate of hospitalization than those who do not smoke, and if they smoke two packs per day, they have twice the absenteeism rate of non-smokers.

Smoking cessation is a good example of a program where options are essential. Cessation is a difficult task and the success rate of any program is far from 100%. Options run from "cold turkey" to injections in ear and nose.

Table 1 lists a variety of smoking cessation programs. The "cold turkey" approach requires the greatest motivation and personal will power, but is reported by many to be the most effective. It requires the immediate cessation of smoking, with no gradual reduction of cigarettes over a period of days or longer.

The self-help programs vary in length, the newest (American Lung Association—January 1981) being a 20-day program. Some involve gradual reduction over several days, while other programs have options for cold turkey decisions. All give advice about identifying smoking patterns and stimuli, developing reasons for quitting,

(continued on next page)

FITNESS/HEALTH BULLETIN

(continued from page 29)

making a commitment to quit, and developing substitute behavior.

Some of the formal programs use aversion therapy such as overexposure to smoke, rapid smoking, or electric shock to the arm. Nicotine neutralization assumes nicotine addiction which I'm convinced is true in a majority of cases. A mixture of vitamin B₁, minerals, sodium bicarbonate and procaine is injected on each side of the nose and in each earlobe. An 85% success rate after one set of injections has been claimed in France and the U.S.

TABLE 1

SOME SMOKING CESSATION PROGRAMS

COLD TURKEY

SELF-HELP

(MANY TYPES—FOUR WEEK, ETC.)

DESIGN YOUR OWN FROM AMERICAN
CANCER SOCIETY'S SUGGESTIONS
(MANY PHYSICIANS USE)

AMERICAN LUNG ASSOCIATION
FREEDOM FROM SMOKING IN 20 DAYS—
BOOKLET
MAINTENANCE PROGRAM—BOOKLET

GRADUATED FILTERS
VENTURI 5 WEEK
WATER PIK
NU-LIFE
AQUA-FILTER

GROUP CLINICS
AMERICAN CANCER SOCIETY
AMERICAN HEART ASSOCIATION
AMERICAN LUNG ASSOCIATION

SMOKENDERS

FIVE DAY PLANS
SEVENTH DAY ADVENTIST CHURCH
SCHICK LABORATORIES

NICOTINE NEUTRALIZATION (EAR AND NOSE
INJECTIONS OF VITAMIN B₁, MINERALS,
SODIUM BICARBONATE AND PROCAINE)

HYPNOTISM

VITAMIN C TREATMENT

SODA BICARBONATE THREE TIMES DAILY

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ASSOCIATE PROFILE

Peace of Mind for Cyclists Using "Cycle-Safe" Storage System

The Cycle-Safe Division of The Philip Johnson Corporation introduces a new and innovative product to fellow NESRA members. Cycle-Safe lockers are designed to securely store today's expensive bicycles and mopeds against theft and the elements, promoting more two-wheel commuting. Recent bicycle manufacturer's statistics indicate that almost 80 percent of today's bicycles sell in the \$250-\$600 range exclusive of accessories, so it's little wonder why lockers are needed.

Bicycle experts across the country agree that the secure parking provided by lockers offers the greatest of all incentives to increase the use of bicycles for commuting. John S. Allen's book "Bicycle Commuting" states, "bicycle commuting offers real savings. By bicycling to work instead of driving a car, you can pay for a \$200 bike in two to four months. Put on another level, if you used a bike instead of a second car you could save \$2,500 per year.

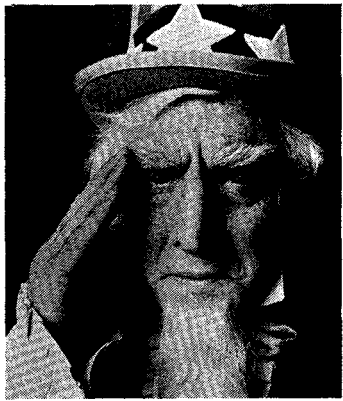
Cycle-Safe's lockers can also be used to store company owned bikes that are used for ongoing recreation programs. These fully patented lockers are constructed of a rugged fiberglass material designed to give many years of maintenance-free service. Locking is achieved through a pop-out T-handle design similar to that used in dollar bill changers. Twelve bikes or mopeds can be securely stored in the space required for one full sized automobile. Each module holds two bicycles in separate private compartments, each with its own door and there is plenty of room for rain gear, helmets and other accessories.

Purchasers can rent the lockers on a monthly basis or provide them free of charge as an employee benefit.

A Cycle-Safe installation will provide the needed incentive to increase two-wheeled traffic at your facility and generate many favorable comments and satisfied employees.

Cycle-Safe was recently awarded an Honorable Mention ribbon at the Society of Plastics Industries 37th Annual Conference in Washington. This was the only award in the Construction Products category.

The Philip Johnson Corporation welcomes the opportunity to have one of our representatives personally present our product to you. We offer special discounts to NESRA members as well as an attractive lease program. For further information on the Cycle-Safe System, please contact John Gillett, National Sales Manager, The Philip Johnson Corporation, Cycle-Safe Division, 326 Terminal Street S.W., Grand Rapids, Michigan 49508. Phone: (616) 452-8747.

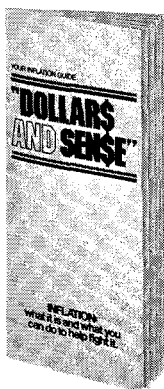


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NESRA NEWS

Healthy American Games To Raise Olympic Funds

The dual purpose of raising funds for the 1984 Olympics and promoting an awareness of physical fitness and health is behind "Healthy American Games" a special event being sponsored by the Allstate Life Insurance Company in the Chicago area in June.

Co-sponsored by NESRA, the President's Council on Physical Fitness and Sports, and the U.S. Olympic Fundraising Committee, the Games will be open to teams representing Chicago area companies which will compete in events ranging from three-wheel bicycle races and ping pong to more serious contests in swimming, track and basketball. The Games will be organized Olympic-style with opening ceremonies, medals and team parades. Gold, silver and bronze medals will be awarded to the top finishers in each event and certificates will be given to all other participants.

A follow-up on the results of this NESRA supported event will be highlighted in a future issue of *Employee Services Management*.

TIRES Names 1982 Officers

Recently elected officers of the Toledo Industrial Recreation and Employee Services Council (TIRES) are: President—Albert C. Hofer, Cooper

Tire & Rubber Co.; President-Elect—Robert E. Miller, Whirlpool Corporation; Vice President, Public Relations—Charris M. Davis, Owens-Corning Fiberglas; Vice President, Services—Laurel Montgomery, Libbey-Owens-Ford; Vice President, Membership—John Rupert, American Photographic; Vice President, Administration—Catherine Beening, Owens-Illinois, Inc.; Vice President, Finance—Cheryl Walker, Arthur Young & Co.; and Vice President, Communications—Charlotte Wilcox, Dana Corporation. TIRES Past President Richard C. Nachazel, Holiday Inn Southwest, is also serving on the TIRES Board, as is Executive Director Melvin C. Byers, CESRA, NESRA Consultant.

Appointments

John Rath, former Executive Fitness Coordinator at Pepsico in Purchase, New York has been named Fitness Center Manager for Frito-Lay Inc., Dallas, Texas.

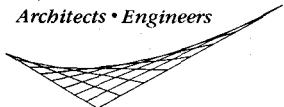
Britta Mansfield has been appointed Coordinator of NESRA's Chicago Chapter, the Chicago Association for Recreation and Employee Services. Primary responsibilities will include administrative duties. Persons wishing information on this position or a sample job description should contact NESRA headquarters.

Deceased

R. Calvin Skillman, NESRA (NIRA) Past President, passed away January 13, 1982. Mr. Skillman, who was employed by Champion Papers, Inc., served his presidency in 1947-48.

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NESRA CALENDAR

Drop in on fellow NESRA members when in the area. Check the "NESRA Calendar" before you travel.

Anchorage Industrial Recreation Council/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson CESRL (213) 354-5367 or Jim Mowery (213) 840-4077.

Capital Area Recreation Council/Austin, Texas. Meets on the fourth Wednesday of the month. Contact Bo Brooks—(512) 250-6382.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Beverly Grover—(614) 463-9545.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets third Tuesday of each month except July and September. Contact Mickey Negron—(214) 828-7130.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CESRA—(513) 227-5938.

Denver Metro Industrial Recreation Council/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Orange County/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CESRA—(714) 732-2432.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CESRA (301) 977-0529.

Long Island Industrial Recreation Directors Association/Nassau-Suffolk County, New York. Meets monthly. Contact Chester Baumgartner, CESRA—(516) 575-2269.

Greater Bridgeport YMCA Recreation Council/Bridgeport, Connecticut. Meets on the third Tuesday of the month. Contact Jesus Cerrilla—(203) 334-5551.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Metro Employees Recreation Chapter/Houston, Texas. Meets on the second Thursday of the month. Contact Laura Davis—(713) 754-5825.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets on the third Thursday of the month. Contact Jayne Epperson—(612) 456-2841.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

Rockford Area Services Association/Rockford, Illinois. Meets on the third Tuesday of the month. Contact Laura Miller—(815) 964-4671.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CESRA—(714) 238-6865.

Seattle Metropolitan Industrial Recreation Chapter/Seattle, Washington. Meets on the last Wednesday of the month. Contact Darrell Gosh—(206) 621-6869.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CESRA—(419) 475-5475.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Frank Ortega—(301) 871-2316.

Conferences and Exhibits

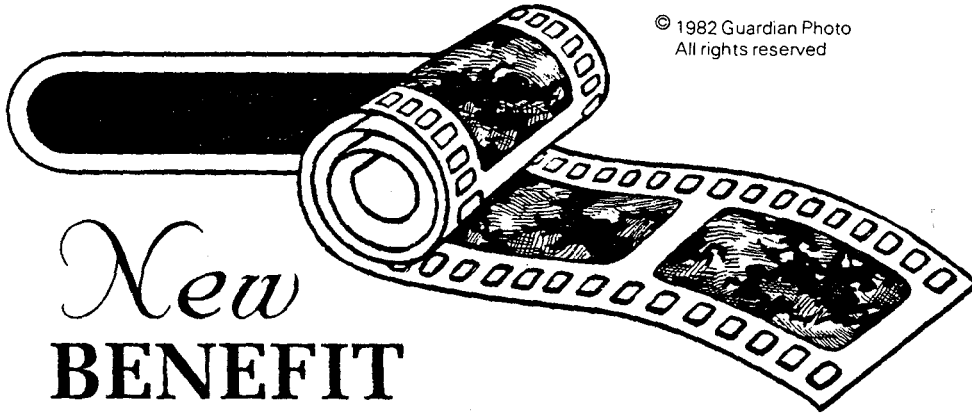
41st Annual NESRA Conference and Exhibit will be held May 13-16, 1982, Orlando Florida. For further information contact the NESRA office (312) 346-7575.

The Western Region VII Conference and Exhibit will be held September 23-26, 1982 at the Oakland Hyatt, Oakland, California. For further information contact Jody Merriam—(415) 273-3494.

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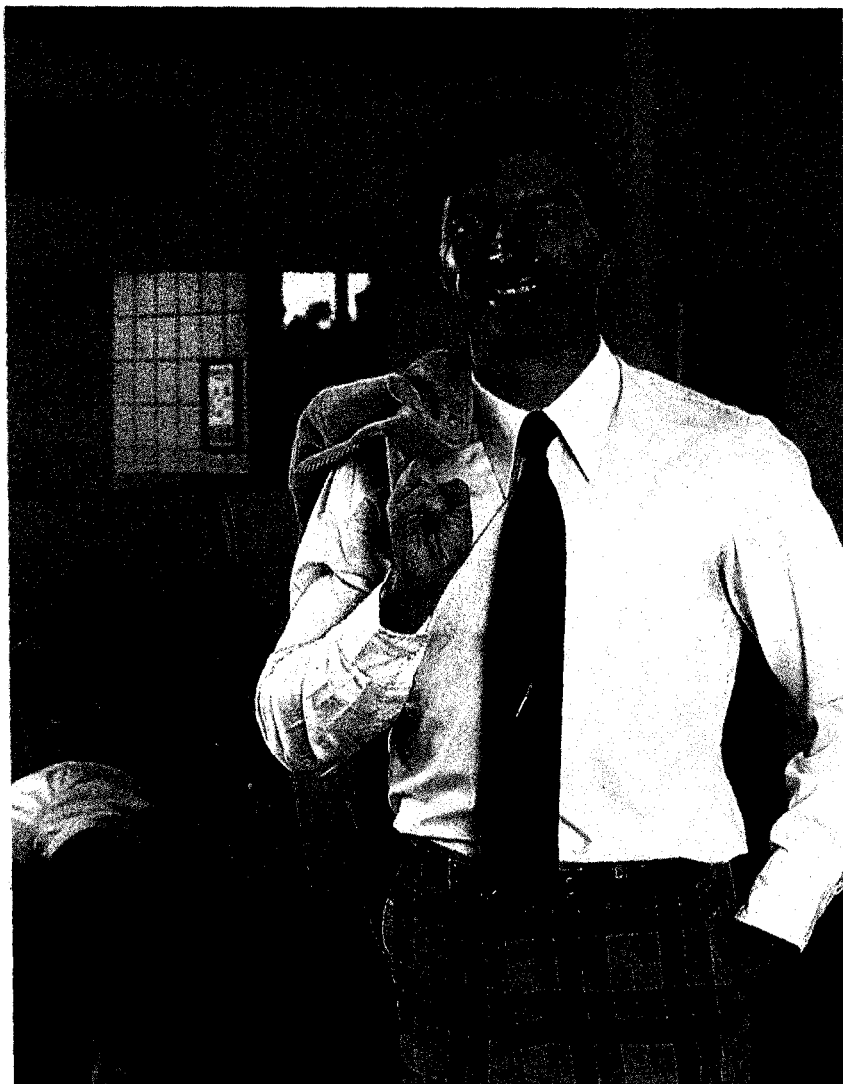
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Employee Services Management

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HEALTH AND EDUCATION

MAY-JUNE 1982

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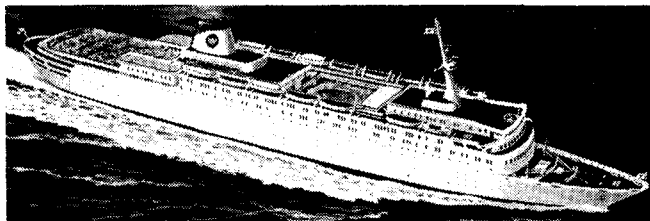
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The National Employee Services and Recreation Association, NESRA, (formerly the National Industrial Recreation Association, NIRA), is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Employee Services Management* is only one of many services included in NESRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

Employee Services Management

JOURNAL OF EMPLOYEE RECREATION

HEALTH AND EDUCATION

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In This Issue . . .

Recent changes in NESRA's membership structure have resulted in a whole new set of objectives for membership development. In the past few years our greatest area of growth has been derived from the development of NESRA chapters. This month's cover photo illustrates the concept of chapters as the building blocks of NESRA, providing a stronger foundation for our association's growth, progress, and development. Turn to page 7 to get the basics on why you should help to develop a chapter in your area and how you can go about it.

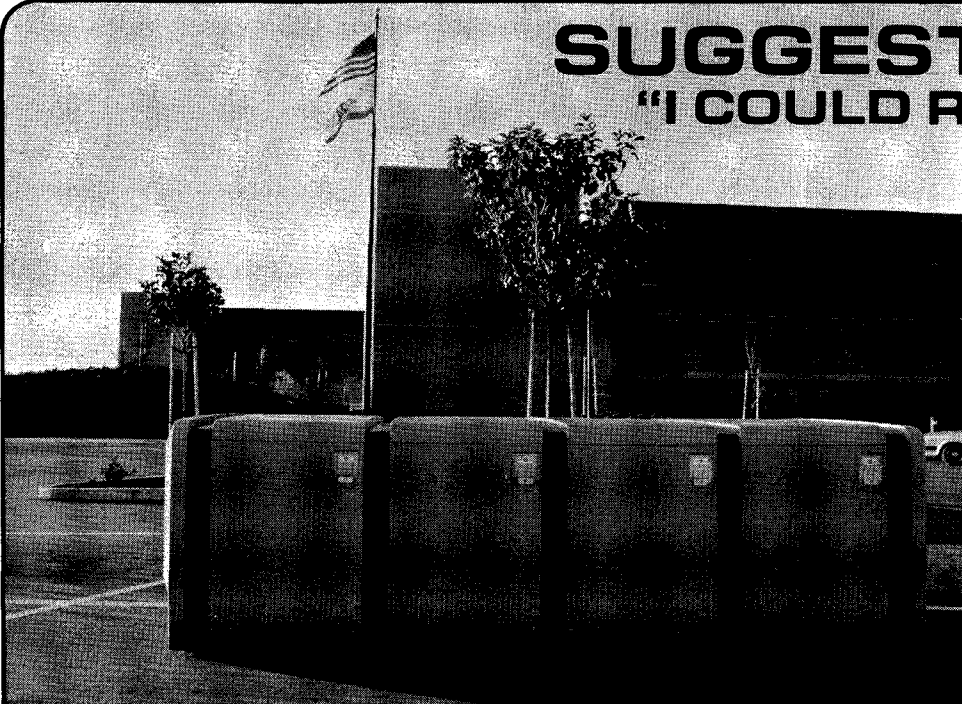
Other articles you won't want to miss include "Communicating Creatively" (page 21), a "how-to" guide for developing employee recreation newsletters; and "... With Parents Away, Kids Play All Day . . ." (page 19) a feature on a company-sponsored day camp for employee's children.

Student members should be especially interested in our story describing NIRREF's recently established Melvin C. Byers Scholarship award. For details on qualifications and how to apply see page 13.

cover photo by Dennis J. Cyrrier



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JOURNAL OF EMPLOYEE RECREATION

Management HEALTH AND EDUCATION

formerly RECREATION MANAGEMENT

May/June 1982 • Volume 25 • No. 4

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Journal of the National Employee Services and Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee services, recreation and fitness programs are essential to effective personnel management.

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The NESRA President would like a word with you

. . . our year together

As I complete my year as President of the National Employee Services and Recreation Association I note the many changes that have occurred in our organization over the past twelve months.

NESRA has embarked on a courageous, exciting and challenging future. Our bylaws have been rewritten and reorganized to streamline the process of moving ahead. Our new name signifies the transition we have made to a broader base for our profession. No longer can we be stereotyped as the "fun and games people" who provide employee recreation — we are responsible professionals concerned with meeting the needs of our human resources through Employee Services and Recreation programs.

The changes in our membership structure and reduction of membership fees which has allowed smaller companies into the fold with full NESRA services and privileges has already served to multiply our numbers and strengthen our base. And the continuing increase in the number of NESRA Chapters and the growing memberships they each report augments our total structure and will continue to be a major factor in widening our entire membership base.

These pro-active changes didn't just happen—they are the results of many years of careful consideration and decision making on the part of our NESRA Board of Directors, consul-

itants and staff. A tremendous amount of thought, effort and expertise was rendered by these dedicated professionals to bring NESRA to where it is today.

But these accomplishments are just the beginning. They've only set the stage for the potential that lies ahead for us. Our challenges are abundant and our goals attainable. With these opportunities before us come the need for even greater efforts by all of our members who believe in the principals of Employee Services and Recreation.

We have survived the growing pains that accompany swift changes in brief periods of time. With our new name before us, fresh goals ahead and strength in our numbers, we are on the threshold of an expansive new horizon. Our greatest asset is that what we are doing as an association and as Employee Services and Recreation professionals is both progressive and essential. We know that employees who have good, wholesome, leisuretime pursuits are going to be more disciplined at work, more loyal to their employers and have more energy to fuel a productive workforce. These results help stimulate all of us to continue to combine our efforts for a bigger and better NESRA.

Someday we will be recognized as a catalyst that brings management and labor closer together through mutual understanding and concern. It is my humble opinion that we are contributing to these factors now but it seems to go unrecognized by many. Hope-

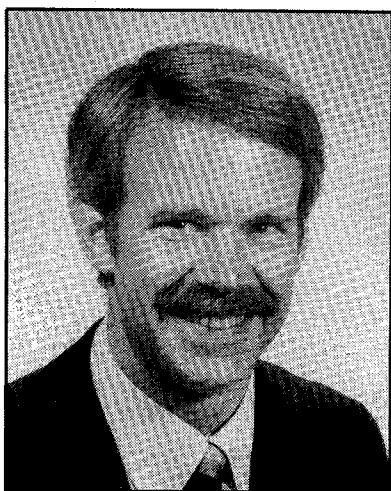


**Kenneth C. Wattenberger, CESRA
Lockheed Employee Recreation Club
1981-82 NESRA President**

fully, with the cooperation of our institutes of higher learning these concepts will be further emphasized so that the generations ahead will better understand the total needs of our human resources and how NESRA can help them meet those needs.

As this is my final message to you as NESRA President, I would like to take this opportunity to thank each member of the Board of Directors and the thousands of other beautiful people who have done so very much to make this year in NESRA so productive. Special thanks also goes to NESRA Executive Director Patrick Stinson and the entire NESRA staff for their great efforts. We must all keep this momentum moving forward and upward. ■

TRANSITION IN LEADERSHIP



Stephen W. Edgerton, CESRA
Xerox Corporation
1982-83 NESRA President

Stephen W. Edgerton, CESRA, Manager, Recreation and Fitness Services of the Xerox Recreation Association, Webster, New York, will become President of the National Employee Services and Recreation Association at NESRA's 41st Annual Conference and Exhibit in Orlando, Florida this month.

Edgerton has served as Assistant Director of Recreation for the City of Jackson, Michigan, and as Administrative intern in the Philadelphia Department of Recreation.

Edgerton studied Liberal Arts at St. Lawrence University in Canton, New York; and later received his Bachelor of Science degree in Recreation Administration from New York State University, Cortland, New York.

He has been a member of NESRA since 1970 and has represented Region I on the NESRA Board of Directors. Most recently, Edgerton served as Vice President of Tournaments and Services and was NESRA Conference Program Chairman in 1979.

Edgerton and his wife, Patricia, are the parents of two children, Christopher and Kathryn.



Kenneth C. Wattenberger, CESRA
Lockheed Employee Recreation Club
1981-82 NESRA President

Kenneth C. Wattenberger, CESRA, Executive Director of the Lockheed Employee Recreation Club, Burbank, California, became President of the National Employee Services and Recreation Association at NESRA's 40th Annual Conference and Exhibit in Chicago, Illinois last May.

Prior to assuming this position Wattenberger served as President of the Burbank Athletic Federation. He is past president of the California Parks and Recreation Society, District 14; founder of the Associated Industrial Recreation Council of Burbank, and past president of the Southern California Municipal Athletic Federation.

Wattenberger studied business at Mankato College in Minnesota, engineering at Illinois Institute of Technology, Chicago; and recreation and administration at California State University at Los Angeles.

He has been a member of NESRA since 1972 and has served as a member of the NESRA Board of Directors for eight of the past ten years. He has also served as NESRA's Vice President of Membership and Vice President for Regional Management. In 1975 he was the recipient of NESRA's Distinguished Service Award.

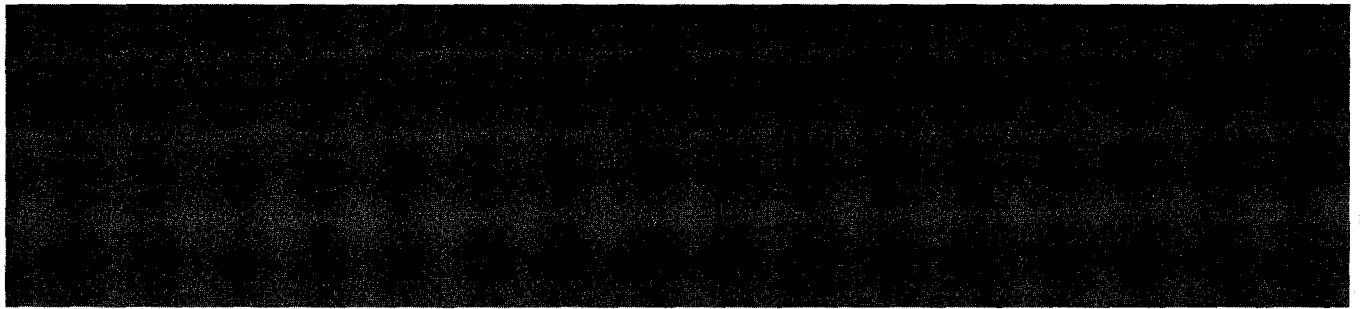
Other honors include an award for meritorious service from the AIRC, an honorary lifetime membership to the Burbank PTA, a meritorious service award from the city of Burbank where he served in the Park and Recreation Department for 26 years, and the Fellowship Award from the California Parks and Recreation Society. He has also received the Merit Award from the Southern California Athletic Federation twice.

Wattenberger and his wife Betty have two daughters, Nancy and Kathi; and one granddaughter, Holli.

CHAPTERS

The Building Blocks of NESRA

by Patrick B. Stinson
NESRA Executive Director



When NESRA was incorporated in 1941 as the Industrial Recreation Association, the concept of industrial recreation was not a totally new one. The forming of the association was the result of several midwestern companies that felt a need to become organized so they could reap the benefits of learning from each other. These companies felt that through expansion and organization on a broader level, their individual programs would be enhanced.

At the time of incorporation, there were already local chapters existing in the U.S. which were reaping the benefits of organization at the local level. As the association grew, the efforts of aggressively developing chapters was never pursued.

As NESRA celebrated its 40th birthday in 1981, the Chapter concept had proven its worth as NESRA realized its greatest membership growth ever through the development of Chapters. Chapters enthusiastically began planning and supporting Regional Conferences, and National Conferences & Exhibits began to depend on the impact of local Chapters in the administration of these conferences. Consequently, more and more delegates and exhibitors began to participate at a national level.

As the association completed its 40th year, its name was changed from the National Industrial Recreation Association (NIRA) to the National Employee Services and Recreation Association (NESRA), a name that is more representative of the responsibilities and programs that the members provide. Along with the name change came two more very significant improvements—a new set of bylaws and a new membership structure.

The NESRA Bylaws incorporated total Chapter involvement in association business affairs and services.

It eliminates any distinction between membership categories. Both General members and Chapter Affiliate members receive the same services and have the same rights in the association. The new membership structure affords NESRA the opportunity to develop a complete Chapter network throughout its membership.

There are many good reasons as to why Chapters should be developed. Perhaps the most important one is to meet the local needs of companies in a given area. Each city has its own individual characteristics that must continually be strengthened by local participation. The stronger a Chapter is, the stronger its region will be; and the stronger the region is, the stronger NESRA will be. We have already seen this proven and we must continue to nurture these advantages.

Today, more and more companies are involved in the field of employee services and recreation than ever before. The demand for information is at an all time high. As companies improve the management of their human resources, employees positively respond to the development of these programs. It is no longer enough for a national organization to service these needs—we must also respond at a local and regional level.

The development of a Chapter is not an easy task, but it is not a difficult or impossible one either. The development of a Chapter needs three ingredients—dedication, time and enthusiasm. NESRA can provide many of the how-to guidelines, but the most critical requirements—dedication, time and enthusiasm, must stem from the membership.

In an effort to stimulate interest for the development of Chapters, the following is a list of objectives, a set of

(continued on following page)

CHAPTER DEVELOPMENT

(continued from previous page)

suggestions and the requirements for affiliation with NESRA, that organizers should set forth.

Chapter Objectives

The purpose of a Chapter is to bring together representatives of business and governmental organizations or their employee associations, from a specific geographical area, to organize, promote and administer employee services and recreational activities for their respective employees. They offer the individuals responsible for the administration of employee services and recreational activities, an opportunity for the exchange of ideas, knowledge and expertise in order to help solve problems that are unique to the employee services and recreation field and in some cases unique to their specific geographical areas.

Chapters are dedicated to acting as coordinating bodies to implement and administer employee programs, events and services, which will assist management in the human relation aspects of personnel administration. These programs must remain non-negotiable in order to provide the greatest benefit to both employees and management. Chapters also act as catalysts for implementing various activities, events and special offers and attractions that would be both beneficial and economical to the employees of their member organizations, which they would otherwise be unable to obtain.

Steps In Developing A Chapter

All NESRA Chapters should have the following elected officers: President; Vice President or President Elect; Secretary and Treasurer.

A Board of Directors of not less than five (5) members that includes the current officers and past President of the Chapter should be established by each Chapter.

All Chapter monies should be kept under the supervision and control of a Treasurer and/or Vice President of Finance. Monies should be deposited in a commercial bank in the name of the Chapter and a minimum of two (2) responsible officers should be required to sign checks and withdrawals.

Regular Chapter membership should only be granted to companies or organizations providing services and recreational opportunities for their employees, or to companies sponsoring and approving employee associations, when those associations represent management's interests and when membership is restricted to those companies' employees or the employees of a group of companies which have joined in a mutual, cooperative association for employee recreation and services.

The objectives of its operation should be endorsed by management and approved by NESRA.

Chapters are encouraged to extend invitations to National Associate members for presentations at their general business meetings.

Chapter membership should be designated in the name of the company or the company employee association.

Chapters are encouraged to hold a minimum of six (6) meetings annually and should notify all Chapter members of such meetings at least seven (7) days prior to the meeting date.

Chapter Requirements for Affiliation With NESRA

Each Chapter will submit to NESRA Headquarters a copy of its constitution and bylaws. Any changes or amendments in either should be reported to NESRA Headquarters as soon as possible.

Each Chapter shall annually submit to NESRA Headquarters a complete membership roster, no later than March 31st of each year. This roster should include the following information:

- a) Company name
- b) Name of the employee association, where applicable
- c) Mailing address
- d) Area code and phone number
- e) Name of company representative and title
- f) Number of employees

New members and cancellations should be reported as soon as possible. Along with the above information, each Chapter shall submit the names of their officers, including the company, term of office (from-to), the address and telephone number of the Chapter headquarters and who to contact for further information.

In order to maintain Chapter affiliation with the National Association, each qualified Chapter member must submit a \$30.00 annual NESRA affiliation fee through their Chapter. Affiliation dues must be paid by March 31st of each year and must be accompanied by the Chapter's current membership roster. Dues are pro-rated after June 30th of each year. After July 1, only half dues are required.

All Chapters shall adhere to the ethics and professional standards determined by the National Employee Services and Recreation Association or be subject to Chapter membership termination.

Chapters engaging in Regional Conferences should receive sanction from NESRA through their Regional NESRA Directors for scheduling such Conferences and Regional Directors must be included in the Conference planning committees. NESRA Regional Conferences must be held in accordance with NESRA policies and all contracts that may obligate NESRA must be signed by the National Executive Director.

All Chapters must operate in accordance with all applicable state and federal regulations. To do so, Chap-

ters should contact their respective Secretary of State Offices and request a not-for-profit charter, to be filed with the state. The next step is to contact the local IRS District Office and obtain application forms 1024 and SS-4, which are for tax exempt organizations.

All Chapters should submit minutes of their general business meetings to NESRA Headquarters.

All Chapters will notify National Headquarters of their general meeting dates for publication in *Employee Services Management Magazine*.

Any Chapter organized for private financial gain will not be eligible for NESRA affiliation. The NESRA Board reserves the right to approve Chapter affiliation membership to protect against proselyting or jeopardizing any of NESRA's policies or regulations that govern the operation.

Failure to meet the above requirements for affiliation with NESRA may be cause for termination of membership.

Sample Chapter By Laws

ARTICLE I—MEMBERSHIP

Section I—Eligibility for Membership

1. Organization memberships shall be available to businesses, industry and governmental organizations or the employee recreation associations thereof, within the _____ area, and their employees who are interested in the development and maintenance of employee recreation facilities and programs.
2. Associate memberships shall be available to companies, trade associations and other organizations, which are interested in the growth of employee recreation or in contributing funds for the development of specific projects or phases of employee recreation programs.

Section II—Privileges of Membership

Every Organization and Associate member in good standing shall be entitled to:

1. Admittance to all scheduled functions of the Chapter, subject to the individual requirements of such functions.
2. Participation in all activities of the Chapter, subject to the individual requirements of such activities.
3. Attend meetings, enter discussions, participate in the planning of activities and be members of working committees.
4. Participation in the National Employee Services and Recreation Association's activities and services.

Voting privileges shall be as follows:

1. A vote for each organization member at all general ballots.
2. One collective vote for all Associate members by the elected Associate Member Representative.
3. Every member entitled to vote shall have the right to do so either in person, or by an agent, authorized by a written proxy. Such proxy is not valid unless issued

to an employee of the same member firm. No proxy authorized shall be valid for more than one (1) meeting.

Section III—Dues

1. Dues shall be _____ (\$_____) per membership year, such year commencing on the first day of January and terminating on the thirtieth day of the next following December.
2. Annual membership dues are payable January 1 of each calendar year. New members who join the Chapter after February 1 are subject to a prorated schedule of dues. A portion of the dues will go to the National Employee Services and Recreation Association for its services.
3. For purposes of this Article, a new member shall be considered any person who (a) has joined or rejoined the Chapter or (b) has not been a member of the Chapter during the preceding two years.

Section IV—Termination or Reinstatement

Membership in this Chapter may be terminated for cause or reinstated by action of the Board of Directors.

ARTICLE II—ADMINISTRATION

Section I—Board of Directors

1. The affairs of this organization shall be administered by a Board of Directors. The Board will consist of ten (10) members, nine (9) with voting privileges. (The immediate Past President shall have no vote.) They include the officers of the Chapter, the Chairmen of the Standing Committees, Associate Members' Representative and the immediate Past President. Such Board of Directors shall have full power in the administration of the affairs and business of the Chapter, subject to the limitations imposed by these By-Laws.
2. At the close of each membership year, the Board of Directors shall be required to present to the membership of the Chapter a report of the past year's activities.

Section II—Executive Committee

1. The Executive Committee of the Chapter shall be a President, Vice President, Secretary, and Treasurer.
2. All elected officers shall have vote on the Board of Directors.
3. The immediate Past President will act only in an advisory capacity as an ex-officio member of the Board of Directors, with no voting power.

Section III—Term of Office

The Executive Committee shall be elected by the members and shall hold office for one year only or until its successors are elected and shall qualify.

Section IV—Appointive Officers

1. The Board of Directors shall be empowered to create such appointive offices as are deemed necessary for proper functioning of the organization.
2. Appointment to such offices shall be made by the President for terms not to exceed one (1) membership

(Continued on page 20)

A Look at What's Cooking At Grumman Aerospace

by Lisa Della Rovere
Editorial Assistant

Aside from vacation time and errand-filled weekends, the average full-time employee today, rarely has the opportunity to enjoy the outdoor delights provided by the summer months. But 15 years ago, the Grumman Aerospace Corporation in Bethpage, New York changed all that for its employees when it built a three acre picnic facility on its own grounds for employee use.

Open May through October, the picnic facilities offer employees an alternative to lunching in the company cafeteria and evening hours find the grounds a popular attraction for employees attending departmental picnics.

Originally, Grumman's facilities were composed of a single outdoor grill and a smattering of picnic tables. Over the years, however, additions were made so that now, Grumman's facilities can accommodate up to 500 people at a time. Today, the facilities boast 3 outdoor grills (two gas and one charcoal) and a condiment bar which includes a stainless steel tank for iced clams, a popular delicacy in the Bethpage area.

On workdays, employees can purchase grilled foods at the picnic area prepared by Grumman's food service department. Departmental picnics can be catered by the company

food service or an outside supplier but most are handled by Grumman as it's been found to be less expensive.

Due to the demands for evening use by various Grumman departments, reservations for the picnic grounds must be made well in advance. "We are so busy," explains Chester Baumgartner, Director of the Grumman Recreation Association, "that employees have to make reservations in January for picnics the following summer."

Reservations are made through Grumman's Facilities Department which is also responsible for the maintenance and landscaping of the picnic area. Departments sponsoring their own picnics are responsible for clean up of the site after the event.

Besides the essentials of grills and tables, the grounds feature a softball diamond, two bocce courts, three horseshoe areas, a putting green, a volleyball court, a children's playground, and a covered dance floor with a built-in stereo sound system. Outside entertainment must be arranged for by the department hosting the event but oftentimes co-workers who moonlight as comedians or band members will be called upon to entertain.

With most nights booked at Grum-

man's picnic grounds, what happens in case of rain?

"We do have a covered area," Baumgartner explains, "so picnics can usually go on as planned. Rescheduling a departmental picnic for an alternative evening is seldom easy and the covered area does offer some protection from bad weather."

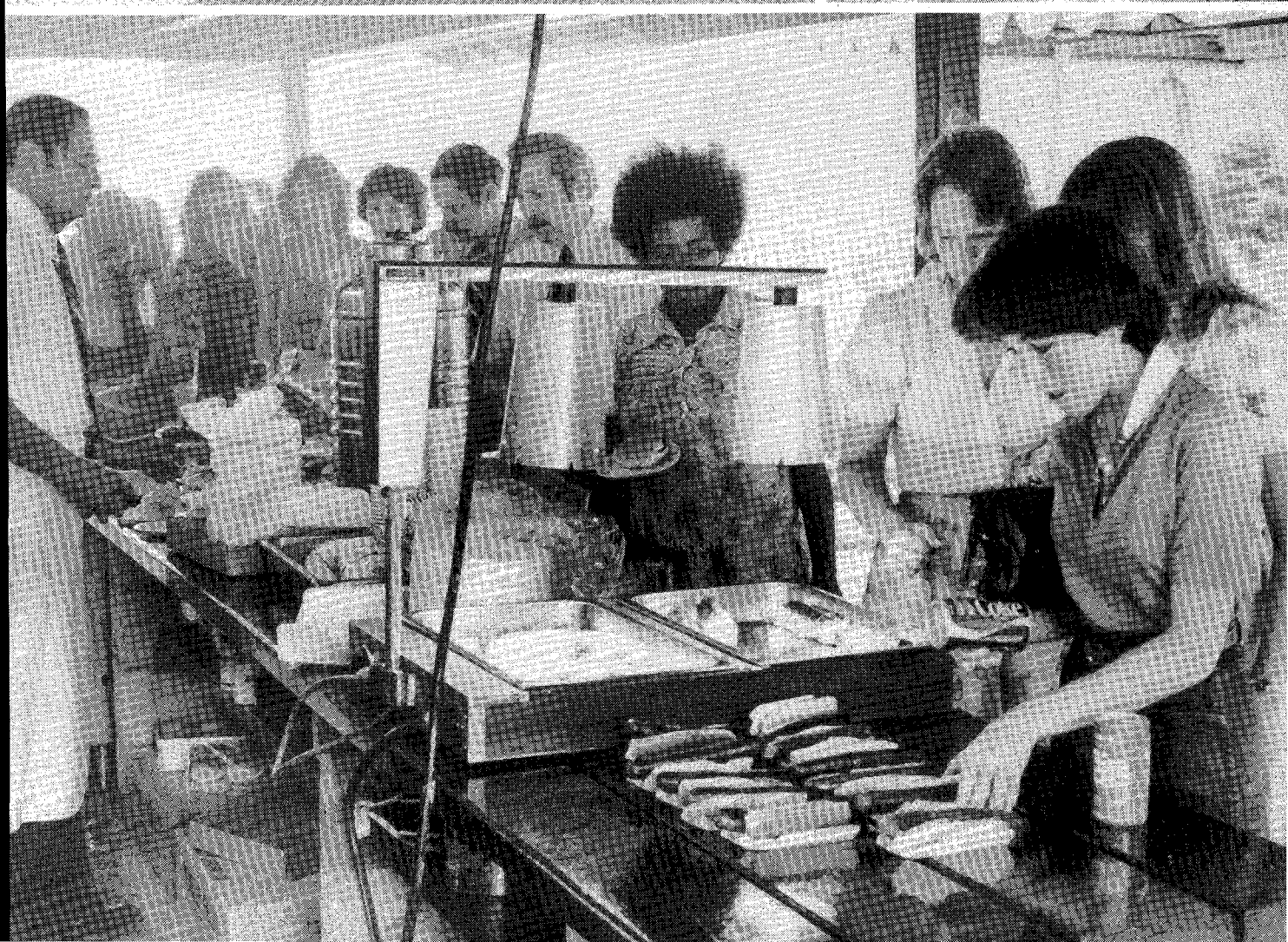
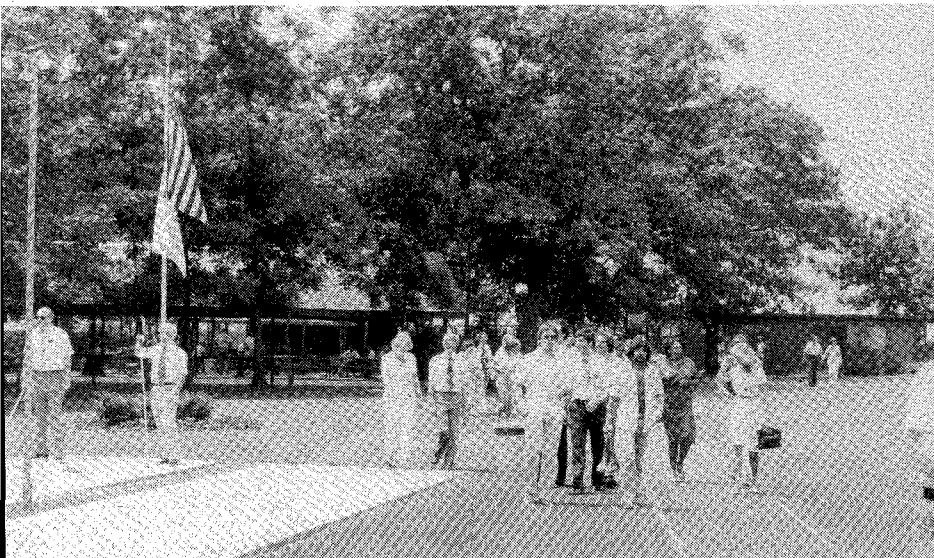
Some employee groups will cancel which is one advantage of them buying their refreshments from the food service.

"Whenever a picnic is cancelled, employees are not obligated to purchase the food from Grumman," states Baumgartner. "If they bought it elsewhere, however, they would probably be stuck with it."

In addition to the usual departmental gatherings is a special picnic for Grumman retirees held on the grounds each August. A portion of the cost is covered by the Retiree Club itself while the remainder is subsidized by the Grumman Recreation Association.

The popularity of the picnic facilities over the summer months during evenings and lunch hours is a testament to the way Grumman employees feel about their employer. Says Baumgartner: "The greatest compliment I hear from employees is 'I wish I had facilities like these in my backyard.' "

Workday lunch hours find Grumman employees strolling the grounds of the picnic facilities, engaged in a game of shuffleboard like those below, getting in some putting practice (right), or lining up for some grilled delights prepared on the company grounds (bottom).





EVIDENCE

by Frank Havlicek, CESRA
Motorola, Inc.
NESRA Vice President
Research & Education

On Longevity

The Duke University Center for the study of Aging and Human Development has found that the most important ingredient influencing longevity for men over 60 years of age is satisfaction in their work and leisure activities. Women of the same age claim the ability to function physically as being most important. Dr. Erdman Palmore, a Director of the study, indicates other contributing longevity facts as being happy, avoiding tobacco and enjoying sex.

Having parents who lived to a reasonably old age does not necessarily have an affect on how long you will live. A person who lives to 60 years of age will have exceeded any parental influence on their longevity. After 60, the most important factors are habits and environment.

Being married and participating in a sport contributes to keeping your body biologically younger than it is. Less active people and those who are not fit both mentally and physically tend to be physically older than they actually are.

Using 24 separate tests to determine age on a chronological scale resulted in one important factor according to Dr. Borkan of the Center. The study confirmed that people who appear to be biologically older than their years may stand a greater chance of dying sooner.

I guess that means we should all

eat wisely, exercise, have fun and enjoy life . . . it's later than you think.

Some Facts on Alcohol

The U.S. Government *Second Report on Alcohol and Alcoholism* published by the Dept. of Health, Education & Welfare states that moderate drinkers outlive those who abstain. However, the report also shows that teetotalers are likely to outlive those who drink to excess. The key word is moderation.

A study conducted at the Kaiser-Permanente Medical Center in Oakland, California, by Arthur L. Klatzky, M.D., evaluated 120,000 people who drank moderately. Of this group, 30% were judged less likely to have a heart attack than abstainers.

The Cushing Hospital in Framingham, Massachusetts, started serving beer to geriatric patients six afternoons a week. Within two months, those who could walk increased from 21% to 74%, group activity tripled, and there was a noticeable reduction in the use of mood-altering prescriptions.

A New Angle on Stress

Most of us frequently use the elimination or lessening of stress as one of the advantages of our recreation programs. Now there is further information that sheds light on the problem.

Stress, it seems, is hard enough on the human body, but is even harder when it is uncertain when the stress will occur. The British Health Service reports that during World War II, and the bombing of England, peptic ulcers increased by 50% for those people living near the center of London. However, in the outskirts of the city, where bombings were unpredictable, stomach ulcers increased by more than six times that amount.

"The inability to distinguish undesirable events that we can do nothing about may be more of a strain than the anguish of the events themselves. It keeps us in a constant state of semi-arousal and puts an extreme burden on the body's adaptive resources and resistance systems," says Jerry Suls, Ph.D. of the State University of New York. Dr. Israel Posner adds, "Predictable pain is less stressful because the subject is capable of learning when it is safe to lower its guard and relax. Periods of psychological safety seem to insulate subjects from the harmful effects of stress."

Isn't that what we're all about? To provide an "insulation" to the stresses of life through recreation that will immerse the individual in an activity that offers a complete change of concentration. It doesn't really matter if it's volleyball or the theatre, the main thing is to produce an opportunity for relaxation. A genuine chance to forget the cares of daily life. ■

3M's Lewis W. Lehr Named NESRA Employer of the Year

3M's formal employee recreation programs began in 1934 when, in response to employee requests, a club was formed for the encouragement of company social and athletic activities.

A full time manager was hired in 1952, and in 1962 a club was incorporated as the 3M Club of St. Paul, Inc.

Today this club serves the recreational needs and interests of 3M's major employee concentration of close to 17,000 men and women in the Twin Cities of Minnesota. Activities of the club include four music groups, 11 sports clubs, ten intramural programs and 26 hobby clubs. Focal point for much of the activity is Tartan Park, a 483-acre, multi-purpose facility in a rustic location about seven miles from 3M's main research and administration complex.

Other employee-run, company-sponsored clubs serve the needs of employees at other 3M locations throughout the United States and in many of the 50 some non-U.S. countries where 3M has operations. The activities list, while not as elaborate at smaller company locations, ranges from horseshoes and volleyball in California, to a putting green in North Carolina, sailing in Denmark and marathon-running in the Philippines.

Related programs which 3M has pioneered, but which are not administratively part of employee recreation, include industry's first em-

ployee van pool system, an elaborate counseling program, and a thorough rehabilitation system.

Aim of the recreational programs is to promote and develop fellowship among employees, retired employees and their families while at the same time meeting the physical, social and cultural interests of members.

Encouragement and support for the programs is based on a premise that people who associate with each other in leisure activities of mutual interest will also find it easier to work together in achieving common work objectives.

Improved employer-employee relations, development of leadership
(continued on page 16)

Lewis W. Lehr is Chairman of the Board and Chief Executive Officer of 3M.

A native of Nebraska and a chemical engineer by schooling, he joined 3M in the late 1940s, following graduation from the University of Nebraska and U.S. Army duty in Europe. In the year he began his business career as a technical service representative to 3M tape customers, 3M's annual sales were about \$100 million. Later, he played a key role in developing 3M's substantial business in health care products and services.

In 1974 Lehr was elected to 3M's Board of Directors. In 1975 he became President, U.S. Operations, and in early 1979 Vice Chairman and Chief Executive. He was elected Chairman of the Board and Chief Executive Officer in 1980. For a number of years he served on the 3M Club advisory committee.

Lehr is a former chairman of the Health Industry Manufacturers As-



Lewis W. Lehr

sociation and he currently serves as a director of General Mills, Shell Oil Co., First Bank System of Minneapolis and the U.S. Chamber of Commerce.

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Melvin C. Byers Scholarship Award Announced By NIRREF

The Melvin C. Byers Scholarship Award is an annual scholarship presented by the National Industrial Recreation, Research and Education Foundation (NIRREF) to an outstanding student pursuing a career in Employee Services/Industrial Recreation or Management.

NIRREF's purpose is to conduct research and educational programs in the employee services and recreation field. The Foundation's most recent contribution to the field is the financing of a college textbook, *An Introduction to Industrial Recreation: Employee Activities and Services* by Wilson, Wanzel, Gillespie and Roberts.

The grant is co-sponsored by Marriot's Great America and the Tri-County Industrial Recreation Council of NESRA, a chapter in northern California. In May 1981, the two organizations held a one-day seminar on employee services and recreation from which proceeds of \$500 were donated for the scholarship.

The scholarship was named after Melvin C. Byers, CESRA, for his continued involvement in and dedication to the field of employee services and recreation and its representative organization, NESRA.

In 1975, Byers retired from Owens-Illinois, Inc., Toledo, Ohio as Corporate Director of Employee Activities and Services. A member of NESRA since 1942, he has served on the NESRA board as a regional director for Region II and as Vice President of Membership.

Over the years, Byers has had numerous of his articles published in *Employee Services Management* (formerly *Recreation Management* magazine). His monthly column "Ideas Clinic" is among the magazine's most popular departments. Together with his wife Martha—also a CESRA, Byers edits NESRA's *Keynotes*, the monthly newsletter of program ideas. He is also co-editor of the first editions of *Personnel Administration*, a publication of the American Society of Personnel Administration.

Currently, Byers is a NESRA consultant and Executive Director of NESRA's Toledo Chapter, the Toledo Indus-



Melvin C. Byers, CESRA

trial Recreation and Employee Services Council (TIRES). He has served on many boards and committees and received the Distinguished Service Award from NESRA in 1974 and again in 1975.

In addition to his involvement with NESRA, Byers has taught courses in employee recreation at the University of Toledo and Commercial Art and Advertising at the Vocational School of Toledo.

He has a varied background in the areas of Advertising and Sales Promotion, Employee Welfare and Services, Employee Information and News, and Employment and Personnel Administration. He is also active in many local community organizations, such as the To-

(continued on following page)

Melvin C. Byers Scholarship Award

(continued from previous page)

ledo Crosby Park Association and Pioneer Personnel Administrators of Toledo.

Criteria for eligibility for the Melvin C. Byers Scholarship Award are as follows:

- The candidate must be a college student in his or her junior or senior year or a graduate student in a college or university that offers a major in Employee Services and/or Industrial Recreation.
- The applicant must be a student member of NESRA and the educational institution must be an academic member of NESRA.
- The applicant must send a copy of his or her college transcript and a letter of recommendation from the faculty member who is responsible for the guidance of his or her curriculum.

- The applicant must have a good scholastic record.
- The applicant shall have demonstrated a genuine interest in recreation. A summary of any full or part-time employment engaged in to secure experience in the field shall accompany the application.

Eligible students should send applications to the National Industrial Recreation Research and Education Foundation, c/o the National Employee Services and Recreation Association, 20 N. Wacker Drive, Chicago, IL 60606.

Applications will be received from December 1 to March 1 of each year. A specially-appointed NIRREF scholarship committee will review each application and select an awardee at NESRA's annual Conference and Exhibit held each May. The grant will be good for one year and will be made in the awardee's name to the college or university of his or her choice. ■

Employer of the Year

(continued from page 13)

qualities, a better understanding of employee concerns and a greater sense of identity with the company are reported to be among the company benefits from the program.

Results for the individual employee include personal enjoyment, improved physical condition, development of new friends, personal growth and development and often the opportunity to engage in worthwhile activities at a reduced cost.

The recreational services and activities program is actually run by employees. Management's role is to initiate and sponsor programs in response to employee interests. But sound guidance, not control, is the aim of management's relationship with the 3M Club.

The company can assist, however, and does, by acquainting new employees with the program, helping organize new activities, explaining how company policies and procedures apply, arranging to publicize activities through normal employee communications channels, and providing certain equipment and administrative assistance.

Funding comes largely from annual dues of \$3 per employee and from a vending machine program.

At the showcase Tartan Park facility east of St. Paul, there is a fully equipped clubhouse, an 18-hole championship golf course, picnic pavilions, tennis courts, four lighted softball fields, an archery range, amateur radio station, an astronomy building and a radio-controlled model airplane landing strip. Also available are facilities for skiing, skating, horseshoe, badminton, volleyball and nature hikes.

Staffing is largely the responsibility of volunteers, working with elected officers. However, 12 full time personnel work in an administrative capacity. Two from 3M's staff, John Leslie and Ed Bruno, are past presidents of NESRA.

Many of the programs involve employees in community service programs, such as clown club entertainment for hospitalized children, toys for tots at Christmas time, arm chair travelogues for nursing home residents, and musical performances for many civic groups.

3M is a diversified manufacturing and marketing firm with 91,000 employees worldwide. It began in Minnesota just after the turn of the century, initially as a sandpaper manufacturer, and has grown to the point where in 1981 sales were \$6.5 billion. "Scotch" brand tape may be its best known product, but the company also makes adhesives and chemicals, health care products,

electrical products and office systems, printing and photographic products.

Practically all of the company's executives have been promoted from careers within the company and many of them have participated in the 3M employee recreation programs. ■

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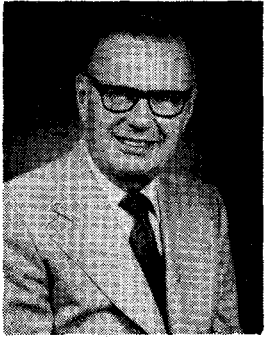
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IDEAS CLINIC



by
**Melvin C. Byers, CESRA
NESRA Consultant**

Q Our employee services and recreation funds received from the company have been severely reduced. Are other companies cutting these contributions also, and how do they adjust their programs if restricted on funds?

A Yes, you are among many directors facing reduced operating expenses for your department. As the economy worsens, some businesses and industries are compelled to create an austerity program, usually an across-the-board percentage cost reduction. However, not so often, certain operations are additionally screened and evaluated as to their contribution toward company profits and losses. The same action is evident, if not more so, in government budgeted operations.

Among the departments most severely cut are those considered by some managements as unessential or not directly affecting the profit picture. Strange as it may seem, little debate or fact finding usually takes place before the action is taken. In a healthy, economical environment, there is less attention given expenditures or reasons to curtail departmental expansion. Unfortunately the conservative and dedicated director or manager, operating within the budgeted allowances, is often the one hurt the most during an austerity period, especially from the across-the-board percentage budget cut-back. This situation often relates to a lack of management's ability to give the time required for in-depth reviews of each operation to adjust the budgeted amounts accordingly. Other more apparent related profit builders, such as advertising and sales promotion also may be the first fall victims of the ax wielder. Much of this unharnessed, emotional thinking may well be negligence of educational input on the part of those receiving the blows. It may also reflect the absence of advance planning for rises and falls which follow cycles of business encounters.

The direction of operations in the affluent years must keep in mind precedents which may be devastating in times of failing company profits. Employee services, involved with so many facets of employee related activities

and programs, recreation being one, must come to realize the importance of justifying objectively their administrative procedures. The basic principle so very important, is involvement of employee/employer sharing, not only in rhetoric, operations, and participation, but also in cold cash. That which is received free is not appreciated or valued, but only propagates more hand-outs with less beneficial returns afforded the donor. The sharing may be heavily weighed on the scale of company contributions, but at least, it is on one platter designed as employee contributions. As business is operated so must employee services project their course as a business element.

It seems ridiculous for any employee services program to be without a budget or business procedures. This eventually reflects to employees in a form of business management lessons and carries over effectively to the total working environment. The old adage, "We live according to our means," has considerable merit. Within the programming sphere of operations, a means can be determined. Within the work required to offer such programs, the means falls short of its accomplishment. Therefore, cutting staff is more crucial and may devastate the entire program. The only alternative to reduction of staff is reduction of programs and services, just as curtailing advertising and sales promotion will cause sales and production to fall off.

One must then determine what to eliminate, what to cut back, and what other means remain to fill these voids without too many harmful effects. To avoid criticism for failing to perform or accomplish your operational objectives, seek top executive's time to review your situation and have it in writing. There are serious employee relationship problems which can affect productivity for a very long time when too drastic a change occurs.

Managements that wish to succeed must have employee cooperation, support, and interest. Wages and bonuses, alone, are not the climate indicators nor the path to greater production, profits and quality products. Neither do I see employee services representing one view and management another to accomplish better employee attitudes and cooperation. The personnel function of employee services has to be understood thoroughly by management, and especially by those directing it. In some instances, the failure encountered in such operations lies in the personnel administrator's court more than it does that of executive management's. Every business operation requires the most knowledgeable and capable direction available. Every element of employee relations must meet the same standards of proficiency, or suffer the consequences. There can never be two camps of dissidence, either the employees in a company are for or against management. The latter results in a long, possibly slow eroding road to declining sales, production, and product quality. Here, then, is reason enough that what you do is in the direction of benefiting the company and assuring continued employment. How much is that worth to your company? ■

"... Our employees were skeptical at first ... but now they're rushing to get their children in because they know it's a good program ..."

There is no question about it—to-day's moms and dads are finding that mixing the responsibilities of work and parenthood can be a pretty tough task indeed. While September through June may find their children preoccupied with schoolwork and after school activities, the hours of a summer day can seem endless indeed to youngsters who moan of "nothing to do" and be worrisome to concerned parents who must be at work away from their children.

The Fel-Pro company in Skokie, Illinois, a manufacturer of industrial parts employing 1,600 people discovered one way of reducing this employee concern by establishing a summer day camp for its employees' children.

Ten years ago the company purchased 250 acres of forest preserve land in Carey, Illinois, 40 miles northwest of the company's location to provide recreational facilities for its employees. Just one year later, the day camp program was established at this same site. Today the part is affectionately known as the "Triple R" for "rest, relaxation and recreation."

"Because most of our employees live in the city, they rarely have the chance to enjoy the outdoors," explains David Weinberg, Vice President and part owner of Fel-Pro. "It was the company's own idea. Some benefits come from employee pressure but not this one. We saw a real need for the summer day camp because a number of our employees were not inclined to, or could not afford to send their children off to camps."

Open weekdays throughout the summer (with the exception of the 4th of July), Fel-Pro's day camp has attracted as many as 200 children

during each of the two 4-week sessions. Enrollment was low the first few years of the program with only 30 or 40 children attending annually.

"Venture Week" the period between the first and second sessions brings interested campers from each session together for special activities. During this time, the children abandon the usual camp schedule to concentrate their interests on a few special activities. Gymnastics, photography, pottery, drama, water ballet and soccer are among them.

"Our employees were skeptical at first," explains Weinberg. "They wanted to see how the program would work out before participating but now parents are rushing to get their children in because they know it's a good program."

Twenty-two counselors, the majority of whom are teachers, comprise the camp's staff. Three specialists are also hired by Fel-Pro for the camp—a naturalist, an arts and crafts expert and a swimming instructor who supervises the camp's olympic-size pool.

Dan Kornblut, director of the day camp, is an assistant principal at a local junior high school. He uses his professional contacts to publicize the availability of these summer positions relieving Fel-Pro of the need to do the recruiting.

Weinberg describes the camp as a "loosely structured" one in which the counselors have a good deal of freedom in terms of the activities they direct. The typical camp day is split into 45-minute periods during which the children might visit with one of the specialists, go on a field trip or use as free time to do as they please. Last year the children visited Arabian horses at a nearby stable, a local pot-

tery company, the Milwaukee Zoo and a railroad museum in Union, Illinois.

The cost of the camp to each family is only \$10 per week.

"The cost is minimal," remarks Weinberg. "The total operation costs us \$80,000 and the money received from the fees barely pays for the transportation of the children to the site."

How does the program operate? On camp days, the employees bring their children along with them to work where they share breakfast together in the company cafeteria. At 7:30 the parents report to their appointed assignments and the children board the four schoolbuses to ride to the camp.

More than half of Fel-Pro's employees work the day shift and most of the campers are children of these employees. Employees who work other shifts must make special arrangements for transporting their children to Fel-Pro in order to board the camp buses.

Upon arrival at camp at about 8:45, the campers, ranging in age from 6 to 15, are grouped according to age and sex before their daily activities begin. Normally, the children bring their own sack lunches while Fel-Pro provides the drinks but occasionally the company will plan a cook-out for the kids.

At the close of the day, the campers reboard the buses and head back to Fel-Pro arriving just in time to ride home with their working parents most of whom have just completed the first shift.

Fel-Pro's Triple R day camp will begin its 10th season next month. Its continued success has proven to this family oriented management that this is one employee service very much appreciated by its working parents.

...With Parents Away--Kids Play All Day...

by Lisa Della Rovere
Editorial Assistant



CHAPTER DEVELOPMENT

(continued from page 9)

year and subject to confirmation by majority vote of the Board of Directors.

3. Appointive officers may be considered members of the Board of Directors and may receive notice of time and place of Board meetings, but shall not have vote.

Section V—Board Meetings

1. The Board of Directors shall hold at least one regular meeting each month at a time and place to be agreed upon by the Board members. Any member in good standing of the Chapter shall be privileged to attend and shall be given voice but no vote in the deliberations of the Board of Directors.
2. Special meetings of the Board of Directors may be called at any time by the President, or upon written request by two Directors and notice thereof in writing must be mailed to each Director at least five (5) days in advance of such meetings. The notices provided in this section may be waived by the written assent of all the Directors.

Section VI—Expenditures

The Treasurer may disburse funds of the Chapter only upon authorization of the Board of Directors. Approval of a budget item shall constitute such authorization, but it shall remain the Treasurer's duty to ascertain that all disbursements made under such budget item are for the purpose intended by the Board.

ARTICLE III—MEETINGS

1. Regular meetings of the Chapter will be held on the _____ of each month at _____ p.m. at such place as is designated by the President.
2. Special meetings of the Chapter membership may be held at the request of any three members of the Board of Directors or upon written request of 10 percent of the membership. Notice of such meetings shall be sent out to members by the Secretary at least seven days prior to the meeting.
3. The annual meeting of this Chapter shall be held in _____ of each year at such time and place as shall be designated by the Board of Directors of this Chapter.

ARTICLE IV—ELECTIONS

Section I—Election of Officers

1. Elections are to be held during the annual meeting held each year.
2. Nominations may be made from the floor providing the candidate has been contacted and has agreed to accept the office if elected.
3. Written ballots will be used and counting performed by a special committee of three members appointed by the President. Each Active Member organization as listed by the Secretary will have one vote. A simple majority of ballots cast will determine election to office.

Section II—Eligibility for Office

1. To be eligible for election to the Board of Directors, a candidate shall be required to have been a member in good standing of the Council for a period of at least one (1) year immediately prior to nomination.
2. Upon expiration of his term of office, a retiring President shall not be eligible for reelection to that office for a period of at least two (2) membership years.
3. Only those who have served on the Board of Directors within the last two years shall be eligible for nomination for Executive Committee.

Section III—Recall

1. Recall of any officer will be effected under the following conditions:

Upon adoption of a motion at a regular meeting of the Council to undertake a vote of recall at the next regular meeting and then at that next meeting a confirming vote to recall by two-thirds of the members present. Notice of the passed motion of intent to call for this vote must be included in the advance reminder sent to all members.

Upon the officer's moving away from the area or changing positions so that he no longer is associated with employee recreation programs. Under these conditions, recall is automatic and effected by the Board of Directors if the officer in question fails to resign, except that a reasonable period of grace will be provided at the discretion of the Board of Directors.

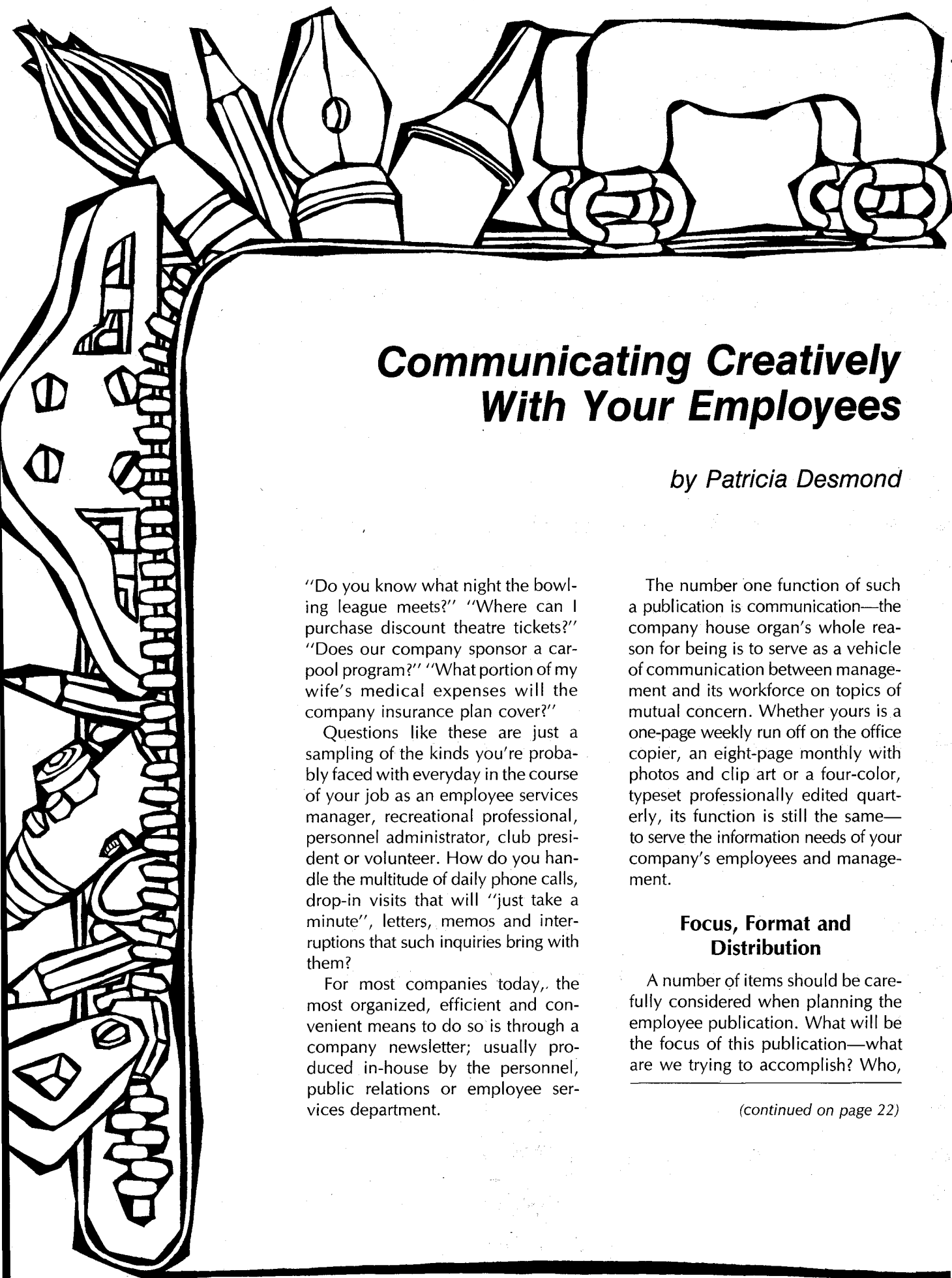
2. Any officer, whether elected or appointed, may be removed for cause by unanimous vote of the remaining elected officers.

Section IV—Vacancies

If vacancies occur in any office during the year, the President shall appoint a replacement to fill that vacancy until the next election.

ARTICLE V—AMENDMENTS

1. The Chapter shall keep in its principal office for the transaction of business, the original or a copy of the By-Laws and/or as amended and/or as otherwise altered to date, certified by the Secretary, which shall be open to inspection by the members at all reasonable times during office hours.
2. New By-Laws may be adopted or these By-Laws may be amended or repealed by a majority vote of returns received from the mail ballot. The proposed changes must be mailed fifteen days prior to the monthly meeting where the proposed changes will be read and discussed. The approved proposed changes will then be mailed to all voting representatives for voting and must be returned within thirty days. The counting of these ballots, by a committee of five people selected by the Board of Directors, will take place at the next monthly meeting. Upon the adoption of these By-Laws and any amendments or changes made thereto by the membership, as aforementioned, the Board of Directors shall be authorized and directed to certify and adopt the same by resolution of the membership.



Communicating Creatively With Your Employees

by Patricia Desmond

"Do you know what night the bowling league meets?" "Where can I purchase discount theatre tickets?" "Does our company sponsor a car-pool program?" "What portion of my wife's medical expenses will the company insurance plan cover?"

Questions like these are just a sampling of the kinds you're probably faced with everyday in the course of your job as an employee services manager, recreational professional, personnel administrator, club president or volunteer. How do you handle the multitude of daily phone calls, drop-in visits that will "just take a minute", letters, memos and interruptions that such inquiries bring with them?

For most companies today, the most organized, efficient and convenient means to do so is through a company newsletter; usually produced in-house by the personnel, public relations or employee services department.

The number one function of such a publication is communication—the company house organ's whole reason for being is to serve as a vehicle of communication between management and its workforce on topics of mutual concern. Whether yours is a one-page weekly run off on the office copier, an eight-page monthly with photos and clip art or a four-color, typeset professionally edited quarterly, its function is still the same—to serve the information needs of your company's employees and management.

Focus, Format and Distribution

A number of items should be carefully considered when planning the employee publication. What will be the focus of this publication—what are we trying to accomplish? Who,

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Communicating Creatively

(continued from page 21)

specifically, are our readers? staff? management? members of the employee activities association?

What kinds of news, activities, and feature items will the publication cover? Will a paid professional produce it or will volunteers throughout the company contribute to its contents on a regular basis? How often will the newsletter be published—weekly, bi-weekly, monthly, quarterly? How will the readers obtain their copies—with their paychecks? in the lunchroom? at various worksites throughout the facility? Will it be delivered to their homes through the mail or by way of an internal office distribution system?

What format will the publication take? Will it be photocopied, mimeographed, typeset or printed? Will photos or clip art be included? If so, who will provide them? Can it be published internally through the company print shop or must it be sent to an outside printer for layout, design and production?

Many of the questions above can be swiftly settled by a look at your allotted budget. How much money do you have to spend on this publication and what are your priorities in spending it? Once you've set your editorial objectives, established a budget and delineated the logistics of production and distribution, the real work of producing your newsletter can begin.

Contents

What kinds of information should your publication include? That depends entirely on the size, personality and concerns of your audience. Is yours a 65 person office, an international headquarters with several branches or a factory employing thousands of workers? Are the bulk of your readers employed in blue collar or white collar jobs? How formal or informal do you want your publication to appear? Would your readers prefer hometown/personal-

ity/family-type news over that of harder news about products and services the company offers or projects it's currently working on?

Do you intend the publication to serve as a source of information on company sponsored social, cultural and recreation activities, discount services currently offered and community programs of public interest? Perhaps you're considering feature stories of general interest on such topics as home safety, hotel fires, fuel conservation, home insulation, health topics, personal finance, legal matters and preparation for retirement.

Other subjects frequently covered in employee publications include employees who have interesting jobs, do community work or have unusual hobbies or talents; changes in management, personnel policies or benefit plans; news of product research and development or other business related items; activities of branch offices, plants and other company divisions; company sponsored intramural sports, contest and tournament results; employee opinion columns; classified advertisements and announcements on new employees, promotions, service anniversaries, births, retirements and deaths. Other employee announcements might include items on suggestion award winners, scholarship recipients, and those who've obtained advanced degrees.

What about features of continuing interest? Your company physician could be called upon to write or edit a regular column on some aspect of health care. Your president might contribute a regular message to the readership addressing some aspect of company pride, loyalty and employee morale. A letters column handled by the appropriate representative of the personnel or employee relations department could be implemented to handle employees' questions or complaints on company policies, benefits, or misunderstandings.

Regular features like the ones above would serve as an open forum providing a direct line of communication between management and employees—a function that would fulfill

the most basic objective of the employee newsletter—serving as a vehicle of communication between management and its workforce on topics of mutual concern.

Choosing A Printer

Whether you are planning to produce your publication inhouse or use a commercial printer, the same standards apply. Can the printer take your publication from typed article to finished product using his own equipment? Does he have the right kind of equipment to handle your publication? Can he complete each stage of the production process fast enough to meet your deadlines?

Occasionally, your company's own print shop can meet all these criteria, but usually you will have to look for an outside printer.

A fast way to narrow the field of possible printers is to ask other companies—especially those with employee publications—to recommend printers that have done work for them. It is also a good idea to confine your search to printers within convenient driving distance of your location, since there is nothing more frustrating or time consuming than trying to describe last-minute changes to a printer over the telephone.

Once you have compiled a list of possible printers, call in the three or four who seem the best qualified to show samples of their work and submit a written bid on the job.

When reviewing printing bids, be sure that they are all based on providing the same services. A well-prepared bid should specify the dimensions of the publication, the number of pages, the average number of photographs per issue, the number of copies to be printed and the grade and weight of paper to be used. The quoted price should include such services as typesetting, page make-up, printing plate preparation, printing, cutting and folding the finished publication and delivery procedures. Alterations you make in typeset copy and the preparation of photographs beyond the average number will cost you extra.

(continued on page 34)

NEWS IN BRIEF

National Fishing Week Set for June 7-13

The 400 members of the American Fishing Tackle Manufacturers Association (AFTMA) and thousands of their representatives, dealers and distributors, plus hundreds of local sportsmen and fishing clubs across the country are gearing up for the fourth annual observance of National Fishing Week, June 7 through 13.

"With new and better dates, an expanded theme and the momentum of our highly successful 1981 observance behind us, we expect this year's program to be another record-breaker," AFTMA's Executive Vice President Tom Schedler reported.

The basic theme for 1982 NFW will again be "Take a Kid Fishing," but an effort will be made to focus attention this year on the fact that fishing is an all-family sport. To highlight this concept, the basic NFW logo, which featured a small boy, has been revised for 1982 to include the whole family, Mom, Dad, brother and sister.

"The 'Take a Kid Fishing' theme contributed greatly to the success fishing week has enjoyed over the past several years," Schedler explained. "But now we think it's time to call attention to the fact that a fishing trip really is a family affair. After all, angling is one of a very few recreational activities that every member of the family can enjoy—males and females, young and old."

AFTMA estimates that more than 50,000 youngsters participated in the hundreds of official events held in conjunction with NFW-1981—fishing derbies, clinics, demonstrations, contests, etc. "There's no way to estimate how many thousands of kids also were taken on fishing trips by their parents, relatives, or family friends," Schedler noted, "but we do

know that the idea received a great deal of attention in the nation's news media and that the public responded enthusiastically."

Moving the dates for NFW from mid-May to mid-June in 1982 also

will greatly increase participation in NFW activities, AFTMA predicted. More youngsters will be out of school, the weather is likely to be more enjoyable and the fishing should be

(continued on page 32)



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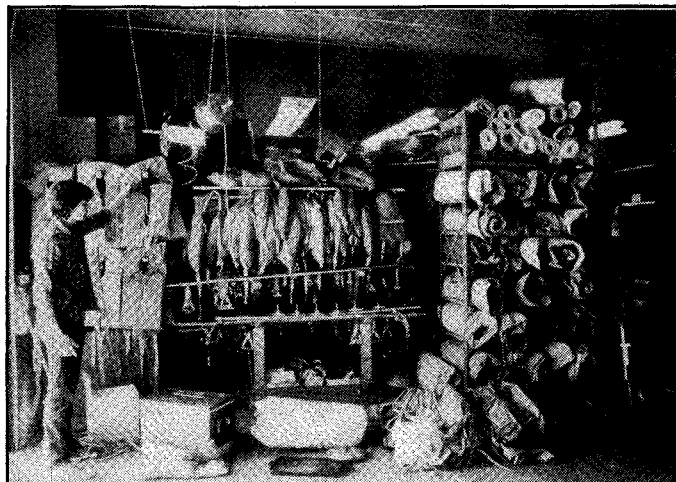
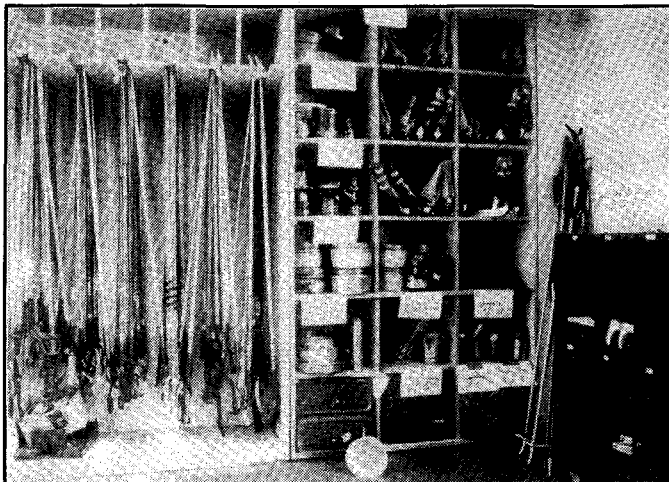
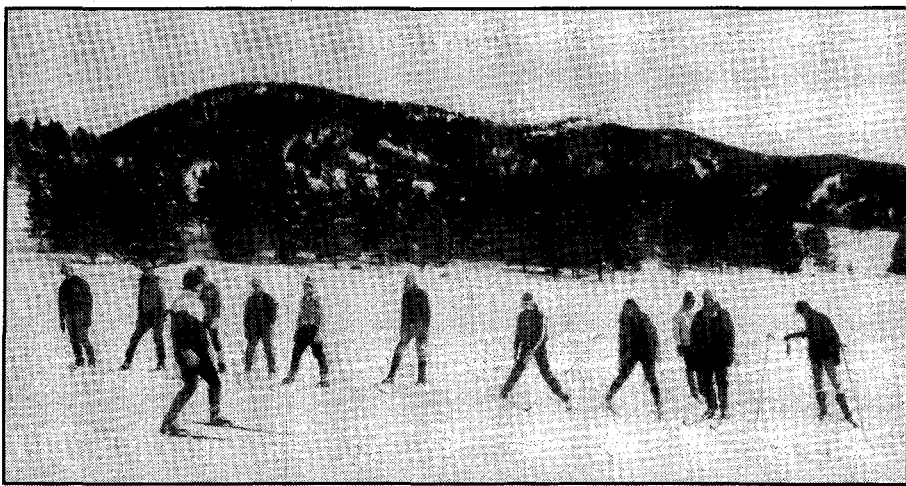
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Address _____

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Whether camping, canoeing or cross-country skiing is the focus of one's interest, chances are excellent that UNL's Recreation Department will have rental equipment for it available at reasonable rates. Provided by the university's Recreation Department, the equipment rental program is a popular and profitable "employee" service for students, faculty and staff.



An Equipment Rental Program You'll Want to Check Out

by Lisa Della Rovere
Editorial Assistant

Ski poles, tent stakes, sleeping bags and stoves; backpacks, fishing reels, golf clubs and canoes. These are among a long list of items available for rental through an inexpensive and unique service provided by the University of Nebraska-Lincoln to its more than 25,000 students, faculty and staff.

The equipment rental program is just one component of the diversified recreation program offered by the university's 12 year old Recreation Department which also sponsors trips, instructional programs, informative seminars and a variety of resource assistance to students, faculty and staff planning private trips.

The rental equipment which brings in some \$12,000 to \$13,000 in rental fees annually is rented out at daily, weekend and weekly rates and can be checked out up to two weeks at a time. Current inventory includes 23 canoes, 120 pieces of canoeing accessories (paddles, racks, life preservers, etc.); three dozen backpacks; more than 50 tents and 60 sleeping bags; numerous cooking kits, stoves, coolers and lanterns; a dozen climbing helmets; ice axes; 30 pairs of skis; 2 dozen pairs of ice skates; 2 pairs of snow shoes; 22 sets of golf clubs and nearly 100 racquetball and badminton racquets. The equipment is stored in a 45' by 75' stockroom located in the recreation department.

Tents rent from .75 to \$3 per day; \$1.50 to \$6 per weekend and \$3-\$12 per week depending on the size and style. Canoeists can enjoy their

sport for as little as .50 a day or as much as \$6 per week. Weekend rental rates are in effect from 8 a.m. Friday through 11:30 a.m. the following Monday. Equipment turned in after that time is charged an extra day's rental. To check out equipment from the Recreation Department, all that is required is the presentation of a driver's license and a valid university I.D. Customers sign a form stating their agreement to return the equipment in good condition on the given due date.

UNL's rates are considerably lower than those offered by other contractors in the Lincoln area. According to Daniel Steller, Director of the Recreation Department, the university's prices are about half the amount

charged by other rental establishments in town.

How are these low rates set? The Recreation Department figures what the equipment originally cost the department, the projected life of the equipment in question and the estimated number of times it will be rented in a given year. From this figure the department will deduct a small discount which is made up through funds provided by a nominal student recreation fee.

The renter is also responsible for any damages incurred while the equipment was in his or her possession. For every piece of equipment checked out, there is a checklist to

(continued on page 26)



The UNL Recreation Department is the best place in town for good rental equipment at reasonable rates. Here a student checks in at the Recreation office to find out if the equipment he needs will be available for his weekend excursion.

Equipment Rental

(continued from page 25)

aid in noting any damages. This listing insures that the person who actually rented the equipment is responsible for the cost of any damages. It also provides that everyone has an equal opportunity to rent a good piece of equipment.

When an item needs to be repaired the department refers to a price schedule listing what the cost will be. The fee covers the costs of materials and labor plus a small penalty. Three students working part-time for the department handle most of the repairs, one of whom is a seamstress.

"It's much cheaper to hire our own seamstress to repair a ripped tent," states Steller, "than it is to send the tent out. With a part-timer, the damage can be taken care of that day, whereas if it were to be sent out, it could take as long as two weeks. In the meantime, we would lose all the money we could be getting from renting the repaired tent."

Equipment available depends upon the demand. Because of the many rivers in Nebraska, canoeing is a popular pastime. For this reason it is no surprise that the Department carries 23 canoes in its inventory.

Demand for a given item can depend as much on the weather as on the area's geography. In the winter of 1979-80, a season of heavy snowfalls, 155 pairs of cross-country skis were rented to university students, faculty and staff. A warmer winter the following year resulted in only five ski rentals.

The UNL Recreation Department boasts the largest inventory of outdoor rental gear in the local area in its student handbook. "We have 3,000-5,000 people checking out this equipment each year," states Steller. "If we didn't provide such a service, where would these people go?"

Besides rentals by individuals the equipment is also used by those participating in university sponsored trips. The equipment is included as a part of the total trip cost rather than rented out at individually listed rates.

During the 1981-82 season, the university's recreation department sponsored a desert backpacking trip to the Grand Canyon; a cross country ski weekend in Detroit Lakes, Minnesota; skiing and winter climbing in Montana's Yellowstone National Park and even a climbing and hiking trip to the Andes Mountains in Ecuador, South America.

In addition to the full line of rental

equipment available, the Recreation Department also loans out some equipment free of charge to those with an I.D. and driver's license. Among the items available are the usual basketballs, footballs, soccer balls and softball equipment; horseshoes, frisbees, tennis racquets, and ping pong paddles; and such less-called-for items as lawn jarts, tak-raw, tug of war ropes, and handball gloves. ■



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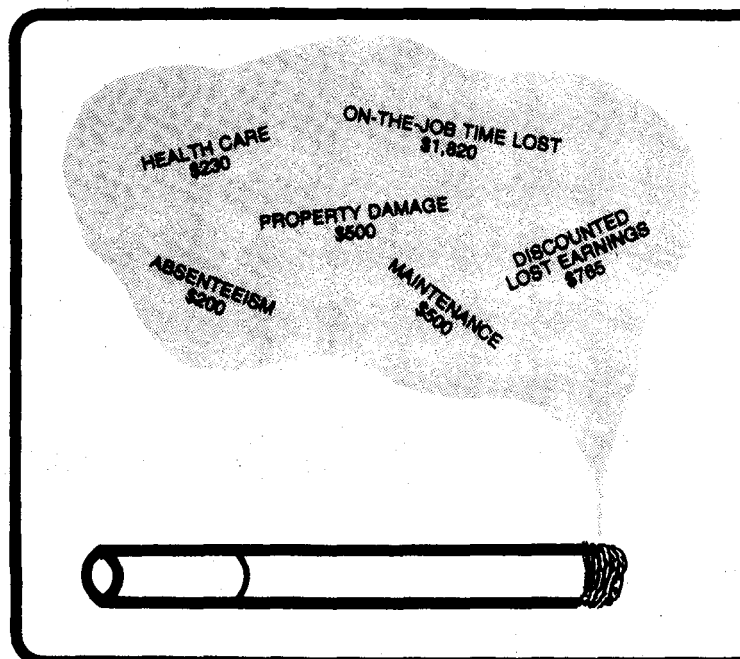
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ESM 52



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ESM 5-6/81

Additional Annual Cost of Employing Smokers and Allowing Smoking at the Work Place¹

Cost Sources	Annual Cost per Smoker
Absenteeism	\$ 220
Health Care	230
Discounted Lost Earnings	765
Fire/Accident Insurance	90
On-the-Job Time Lost	1820
Property Damage and Depreciation	500
Maintenance	500
Involuntary Smoking	486
Total Cost per Smoker per Year	\$4611

All costs are in January 1981 dollars.

1. Weis, Wm. L. "Can You Afford to Hire Smokers?", Personnel Administrator, May 1981, p. 77.

WHAT IS SMOKING COSTING YOU?

of smokers (1/3 of employees)
 × \$4,600 annual cost per smoker
 \$ our annual cost of smoking

PROTECT YOUR MOST VALUABLE ASSETS ... YOUR HUMAN RESOURCES

Mortality rates for smokers are up to 270% higher than for non-smokers. The effects of smoking are well documented. Smokers have a greatly reduced life expectancy and a much higher incidence of illness and hospitalization.

75% OF ALL SMOKERS WANT TO QUIT

Some smokers aren't ready to quit or don't want to quit. It is not our intention to pass judgement or attempt to persuade anyone to stop smoking. If they want to smoke, that's their decision and they have the right to do so.

However, well documented studies show that 75% of all smokers want to quit. But they don't know how or they don't think they can. It is these smokers who should be provided with the maximum opportunity to do what they already want to do ... to stop smoking.

IF THEY WANT TO QUIT, WHY CAN'T THEY JUST QUIT ON THEIR OWN?

Smoking is both physically addictive and psychologically habituate. Studies show that 98% of all smokers are as addicted to smoking as drug addicts are to drugs and alcoholics are to alcohol.

Although 75% of all smokers want to quit, a 1980 survey conducted by the National Center for Health Statistics showed the following:

For every 100 smokers
 30 tried to quit
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Obviously, quitting on their own is not the answer. They need help. Help which you can provide.

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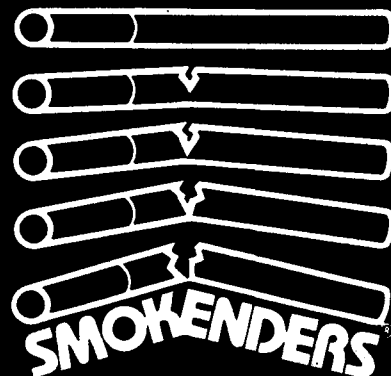
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SERVICES & ACTIVITIES

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Con-tests—Five are conducted annually to stimulate participation in employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Free Clerical Services—Provided by NESRA for intra-membership communication.

Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NESRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

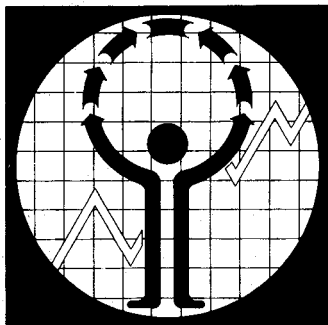
Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

Fitness/Health Bulletin



**Richard M. Brown, CESRA
Texas Instruments, Inc.
NESRA Vice President
Fitness and Health**



Program Participation and Adherence

In planning a fitness facility or evaluating an existing program, one must ask the question "What percentage of our employees should I reasonably expect to get to participate in the program?" And, even if I get them started, what percentage should I expect to adhere to a regular program of exercise? These are two separate questions but in many ways they are connected because the factors involved are related to motivation—or the lack of it.

It has been pretty well established that any population divides itself into three groups when you examine their exercise habits:

- 20% are already active (for at least 20 minutes 3 or more times per week).
- 20% are not the least bit interested in ever getting into a program of regular exercise and
- 60% "want to" or "know they should" but are not presently doing it.

It is that 60% that should be our target group. The first 20% don't really need us or our facilities—they are going to find a way to do it anyway.

And we would probably be wasting our time and energy on the other 20%. So, what we want to do is identify that 60% group, design and market our program toward them and then, once we get them started, make sure we do everything possible to help them make exercise a regular and permanent part of their lifestyles.

Most participation and adherence rates published are for small, executive-only type programs. These figures (which are generally very impressive) are not at all valid when you are considering a program which is to be open to the entire work force. Most executives are knowledgeable of the benefits of exercise and are highly self-motivated, so we should expect high participation and adherence rates.

It's the rest of the work force that is the real challenge for the fitness director. Let's say we have 90% of the work force which are non-executives. 60% of that group would be 54% of the total work force. That's the group we are after. Let's examine this group, see what their needs are, and then see what we can do to help them become regular exercisers.

The Fitness Ontario* group—in its research—found the five most common reasons given for inactivity to be:

- Lack of Time
- Fatigue
- Inadequate or Inconvenient Facilities
- Lack of Knowledge about Fitness
- Lack of Will Power.

What can we do to reduce these hurdles?

Lack of time is probably not the case with most inactives but rather, lack of a convenient time. So, we must make it convenient by offering the program at a variety of times. Before work, during the lunch hour and after work. Let them make their own choice and switch around at will until they develop their own personal exercise habits.

(continued on page 29)

**"Those who know but don't do,"
Fitness Ontario, Ministry of Culture
and Recreation, Toronto, Ontario*

FITNESS/HEALTH BULLETIN

(continued from page 31)

Fatigue, in today's workforce, is mostly mental. Regular exercise will improve this condition rapidly.

Inadequate or Inconvenient Facilities—Elaborate, multi-million dollar facilities are not necessary. But convenient access to locker rooms, showers and work out areas can not help but enhance participation. These should be on or adjacent to the work site and need to be aesthetically pleasing and well maintained. It should be an enjoyable place to be.

The last two factors, *knowledge and will power*, is where the skills of the fitness director come into play. We must remember that exercise is not necessarily enjoyable at first. A good fitness leader can provide assistance and encouragement to help people stick with it until they begin to find intrinsic pleasure in exercise. And, it must be pleasant to become permanent.

Most exercise physiologists are highly knowledgeable in the areas of exercise testing and exercise prescription. They know what to tell a person to do but may not know how to tell them. They may be lacking in understanding the non-exerciser since their own lifestyle has probably been more exemplary. In fact, they may actually be almost intimidating. Training in "people" skills can help here. If the fitness director has not already acquired these skills he should consider additional formal training in the areas of interpersonal communications, leadership skills and motivational techniques.

The emphasis should always be on the positive effects of exercise. Most people take up exercise to feel better and look better rather than through fear of illness and death. Having fun, looking better, feeling better. These are the motivations we should appeal to. If your employees can achieve these goals through your fitness program then you will achieve or surpass that magic 54% participation goal. ■

NEWS IN BRIEF

(continued from page 23)

more productive in all parts of the country.

Anyone interested in participating in the 1982 NFW observance should write AFTMA, 2625 Clearbrook Drive, Arlington Heights, IL 60005; or phone (312) 364-4666.

National Safety Council Offers Emergency Tips

You're behind the wheel of your car and one of these situations suddenly occur:

... another car runs a red light at an intersection, nearly slamming into your car;

... a small child, chasing a ball, runs out into the street in front of your moving car;

... a vehicle immediately ahead of you suddenly skids, turns broadside, and blocks your lane.

Quick! What do you do?

To help drivers think ahead, anticipate, and be prepared to act defensively in time to avoid accidents that can happen in hazardous situations like the ones above, the National Safety Council has produced a folder entitled "Defensive Driving Tips." (stock no. 294.19.) The Safety Council also offers advice on medical, traffic, home and recreation emergencies in its free 28-page booklet "Pocket Emergency Handbook." (stock no. 192.25.).

To obtain a copy of either publication send a stamped, self-addressed envelope to the Public Relations Department of the National Safety Council, 444 North Michigan Avenue, Chicago, IL 60611.

New Guide Published To Careers in Travel

Merton House Publishing Company has announced publication of the 1982/83 edition of its vocational guidance manual and college textbook *Your Career in Travel and Tourism*, by Laurence Stevens.

The manual provides in-depth career information for airlines, steamship and cruise lines, hotels and motels, restaurants and foodservice, travel agencies and tour operators, recreation, tourist offices, and other related fields.

More than 160 jobs are described, along with accurate information on how to meet the educational and training requirements of employers in each specific field. An appendix lists professional and trade associations and a directory of other helpful career guides and publications.

This updated edition is the result of an extensive survey conducted by the publisher last June when questionnaires were sent to most professional, trade, and educational organizations, major travel industry

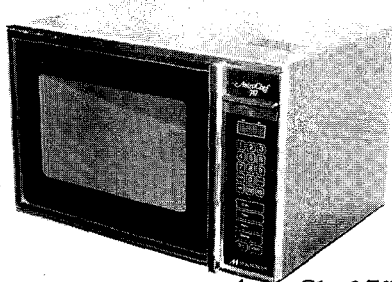
(continued on page 31)

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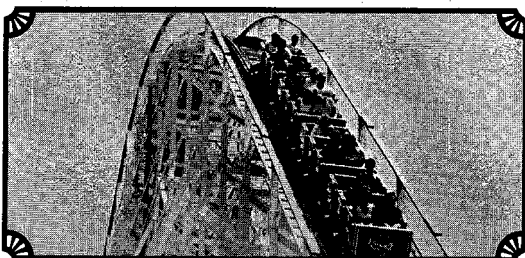
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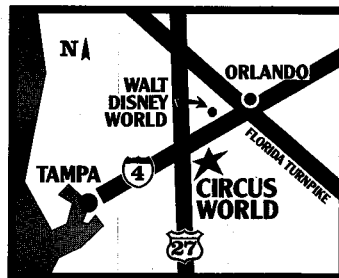


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NEWS IN BRIEF

(continued from page 29)

employers, and several trade unions. The guide also features current statistics on salaries, job opportunities, hiring trends, and the employment outlook for the next few years.

Your Career in Travel and Tourism is published at \$7.50 plus \$1.50 postage. Quantity discounts are available for colleges and schools. More information is available direct from the publisher: Merton House Publishing Company, 937 West Liberty Drive, Wheaton, Illinois 60187.

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Publication Highlights Flexible Work Schedules

In the United States today, almost 10 million full-time workers enjoy flexible work schedules and compressed workweeks, and an additional 12 million workers hold voluntary, permanent part-time jobs. What is happening to the traditional nine-to-five day and forty-hour week? *New Work Schedules in Practice* answers this question and others in an analytic look at the imaginative new work schedules devised by organizations to meet the needs of a changing society and a changing work force.

Detailed case studies indicate how leading work organizations in the U.S. and abroad, in the private and public sectors, have altered work schedules to achieve maximum benefits for both organization and worker.

New Work Schedules in Practice explains application of new work schedules . . . costs and benefits of new schedules . . . effects of new schedules on individuals and families . . . effects of new work patterns on energy and transportation . . . the role of labor union in changing work

schedules . . . new work schedules as alternatives to layoffs and the government's role in furthering new work schedules.

Improved attendance, punctuality, and better morale are among the benefits that are shown to be a direct result of new work schedules. Also clearly demonstrated is how these schedules simplify the work of management. They reduce conflicts between work and personal needs and encourage workers to devote more responsibility to organizing their own work. In addition, the book shows how community-wide flex-time programs serve the interests of the general public by easing urban transport and reducing gasoline consumption for commuting. Thirty-five case studies describe how flex-time and other new work schedules improve attitudes as well as productivity. Case studies are also used to resolve problems focusing on the most difficult issues, problems, and their solutions.

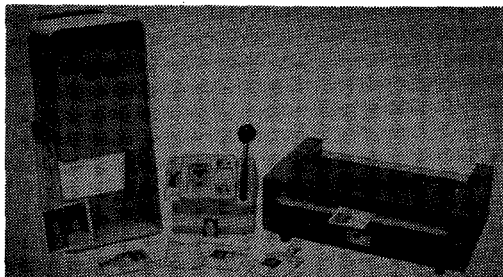
New Work Schedules in Practice, in the Van Nostrand Reinhold/Work in America Institute Series, is priced at \$18.95.

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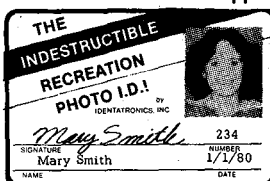
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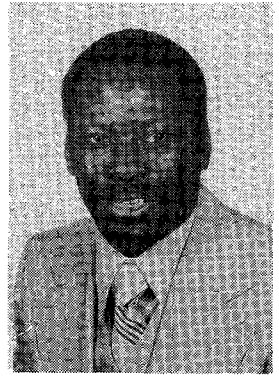
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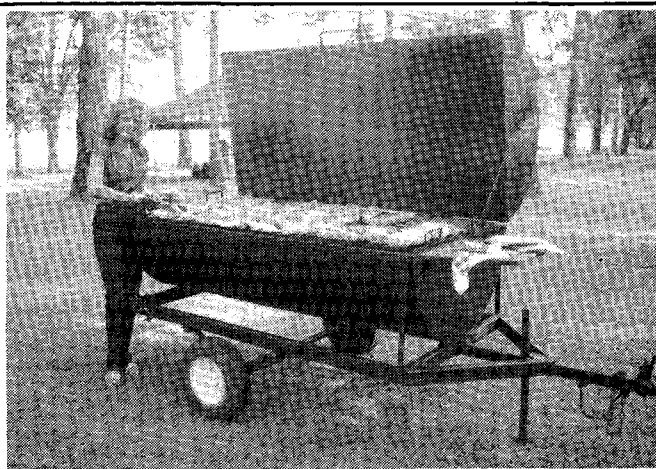
TOURNAMENT NEWS

by Leroy Hollins
Martin Marietta Aerospace
NESRA Vice President,
Tournaments and Services



Tournament Participation that Bowls Us Over

Results are now in from NESRA's 11th Annual Mail-O-Graphic Bowling Tournament co-sponsored again this year with Brunswick Recreation Centers. A total of 661 teams participated in this year's event. (Men's Division—370 teams; Women's Division—134 teams; Mixed Division—157 teams), compared to the 485 teams (total) that participated last year. Jack Rinaldo, CESRL, of Atwood Vacuum again coordinated this tournament which ran from January 18 through February 28, 1982. A breakdown of national and regional winners appears opposite.

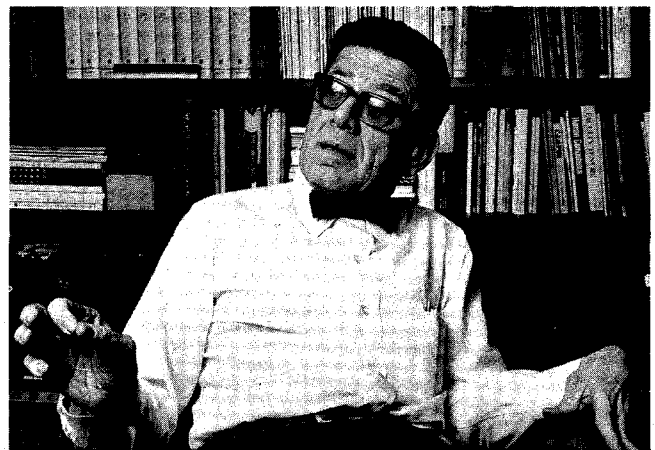


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Harold Yuker is Provost of Hofstra University. He has cerebral palsy.

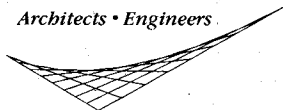
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DIVISION	REGION	COMPANY	TEAM	SCRATCH SCORE	HANDICAP	TOTAL
NATIONAL WINNERS						
Women's	3	Atwood	Sweet 16	2376	481	2857
Men's	7	Lockheed	International	2859	384	3243
Mixed	7	Control Data	Misfits	2719	236	2955
REGIONAL WINNERS						
Women's	1	1st: Eastman Kodak	Cafeteria Cuties	2172	546	2718
	1	2nd: Eastman Kodak	Dawn Patrol	2171	531	2702
	2	1st: Lords Corp.	Team #2	2477	355	2832
	2	2nd: Babcock & Wilcox	Team #1	2210	560	2770
	3	1st: Atwood	Sweet 16	2376	481	2857
	3	2nd: Atwood	Team #1	2391	346	2737
	4	1st: Sperry-Univac	Sperry #2	2310	544	2854
	4	2nd: McLean Trucking	Team #4	2799	393	2692
	5	1st: General Mills	Crispy Wheats	2190	618	2808
	5	2nd: General Mills	Nut & O's	2080	670	2750
	7	1st: Motorola	Defenders	2407	382	2789
	7	2nd: Motorola	Strike Seekers	2323	423	2746
Mixed	7	1st: Control Data	Misfits	2719	236	2955
	7	2nd: Texas Instruments (Houston) Team #1	Team #1	2747	191	2938
Men's	1	1st: Brand Rex Co.	Team #1	3084	110	3194
	1	2nd: Eastman Kodak	Carousels	2778	396	3174
	2	1st: Harrison Radiators	Big Wheels	2932	310	3242
	2	2nd: Lords Corp.	Team #1	2851	324	3175
	3	1st: Inland Steel	Pipe Shop	2710	459	3169
	3	2nd: Bethlehem Steel	Cowger & Troops	2816	308	3124
	4	1st: Sperry-Univac	Sperry #1	2725	465	3190
	4	2nd: McLean Trucking	McLean #1	2726	454	3180
	5	1st: Honeywell	Hung Jury	2758	531	3109
	5	2nd: Honeywell	Benny's Jets	2353	643	2996
	6	1st: McDonnell-Douglas	Outcasts	3178	38	3216
	6	2nd: McDonnell-Douglas	Stags	3007	168	3175
	7	1st: Lockheed	International	2859	384	3243
	7	2nd: Boeing	3 Stooges	2926	209	3135
	8	1st: Algoma Steel	Blast Furnace	2830	393	3223
	8	2nd: Algoma Steel	Electronics	2146	774	2920

professional services directory

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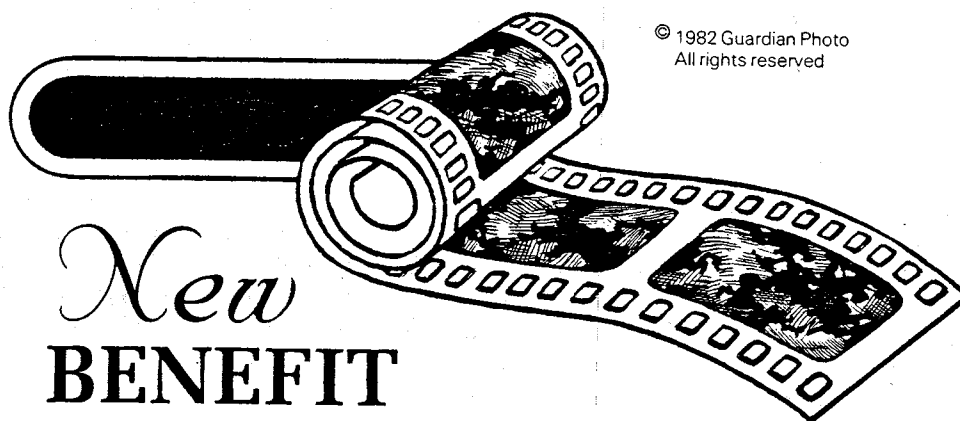


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ASSOCIATE PROFILE

Stained Glass Lamps from Glassmasters Awarded Through Incentive Programs

Glass Masters, a new Associate member of the National Employee Services and Recreation Association offers a complete line of stained glass lamps to NESRA members at about 40% off current list prices.

With 11 glass colors and assorted patterns to choose from, each lamp is hand made to order allowing a maximum flexibility in size, pattern and color selection. Styles available include table lamps (two sizes and assorted patterns); swag lamps (three sizes, assorted patterns); pool table lamps (two sizes, assorted patterns); two sizes of fan lamps and a nightstand lamp just introduced in March.

Previously distributor-oriented, Glass Master's membership in NESRA marks its entrance into the direct retail market. The company has supplied its products to such commercial establishments as the Wendy's hamburger chain, Brunswick Recreation Centers and Nutone Electric.

Glass Masters lamps have been used successfully in

the past by our customers for sales incentives, promotional campaigns and safety award programs. Because there are a number of sizes and styles to choose from, different award levels can be established. Certainly the desire to have a matched pair of lamps or a swag lamp with a matching table lamp can be the catalyst for continued interest in your promotion, award or incentive program.



Glass Masters is based in Oak Forest, Illinois, and has distributors in several major cities. For complete details on the full line contact Harold Stromberger, Glass Masters, 15300 Hickory Lane, Oak Forest, Illinois, 60452. Phone: (312) 687-2518.



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Communicating Creatively

(continued from page 22)

A final area of outside professional services that you will need on a continuing basis is film processing and negative printing. If your company doesn't have its own photo department, you can usually get a local commercial or portrait photographer to process your film for you or use a mail-order service.

Though the thought of initiating or even revamping an employee publication may seem a bit overwhelming at first, you can produce one that will be timely, attractive and anxiously awaited if you set your objectives and proceed systematically, developing your newsletter one step at a time. And you'll know you've succeeded in communicating effectively when people quit asking repetitive questions about the "when", "where" and "how" of events and they start giving you story ideas for future issues that will make your publication even more inviting.

NESRA CALENDAR

Drop in on fellow NESRA members when in the area. Check the "NESRA Calendar" before you travel.

Anchorage Industrial Recreation Council/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson CESRL (213) 354-5367 or Jim Mowery (213) 840-4077.

Capital Area Recreation Council/Austin, Texas. Meets on the fourth Wednesday of the month. Contact Bo Brooks—(512) 250-6382.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Beverly Grover—(614) 463-9545.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets third Tuesday of each month except July and September. Contact Mickey Negron—(214) 828-7130.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CESRA—(513) 227-5938.

Denver Metro Industrial Recreation Council/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Orange County/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CESRA—(714) 732-2432.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CESRA (301) 977-0529.

Long Island Industrial Recreation Directors Association/Nassau-Suffolk County, New York. Meets monthly. Contact Chester Baumgartner, CESRA—(516) 575-2269.

Greater Bridgeport YMCA Recreation Council/Bridgeport, Connecticut. Meets on the third Tuesday of the month. Contact Jesus Cerrilla—(203) 334-5551.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Metro Employees Recreation Chapter/Houston, Texas. Meets on the second Thursday of the month. Contact Laura Davis—(713) 754-5825.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets on the third Thursday of the month. Contact Jayne Eperson—(612) 456-2841.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

Rockford Area Services Association/Rockford, Illinois. Meets on the third Tuesday of the month. Contact Laura Miller—(815) 964-4671.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CESRA—(714) 238-6865.

Seattle Metropolitan Industrial Recreation Chapter/Seattle, Washington. Meets on the last Wednesday of the month. Contact Darrell Gosh—(206) 621-6869.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CESRA—(419) 475-5475.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Frank Ortega—(301) 871-2316.

Conferences and Exhibits

41st Annual NESRA Conference and Exhibit will be held May 13-16, 1982, Orlando Florida. For further information contact the NESRA office (312) 346-7575.

The 1982 Region III Conference and Exhibit will take place November 18-20, 1982 at the Drake-Oak Brook, Oak Brook, Illinois.

The Western Region VII Conference and Exhibit will be held September 23-26, 1982 at the Oakland Hyatt, Oakland, California. For further information contact Jody Merriam—(415) 273-3494.

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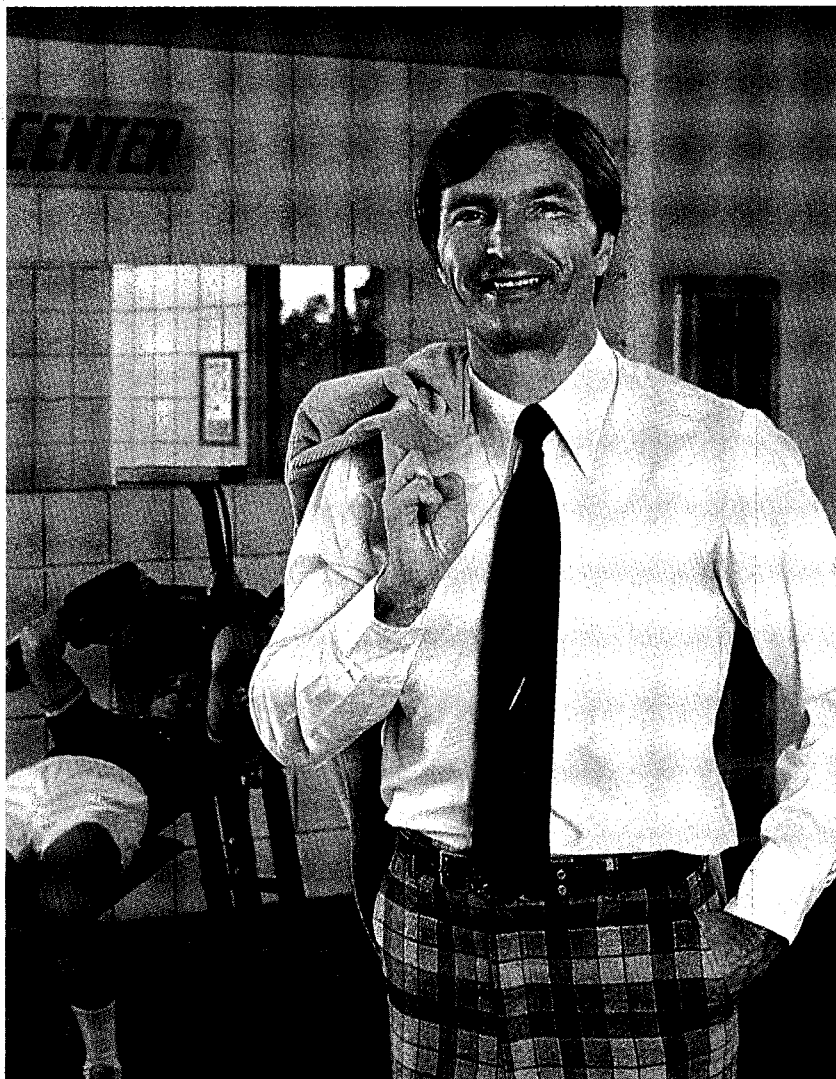
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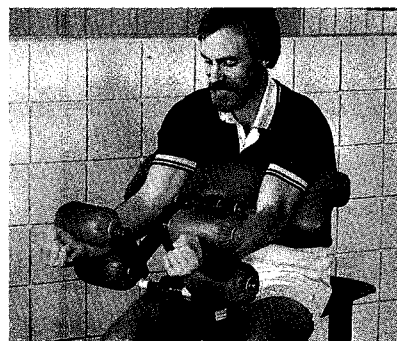
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JIM HAVLICK, Executive Director, Crescenta-Cañada YMCA, La Cañada, California



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JOURNAL OF EMPLOYEE RECREATION

Management

HEALTH AND EDUCATION

JULY 1982



STRESS

and
the
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The National Employee Services and Recreation Association, NESRA, (formerly the National Industrial Recreation Association, NIRA), is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Employee Services Management* is only one of many services included in NESRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

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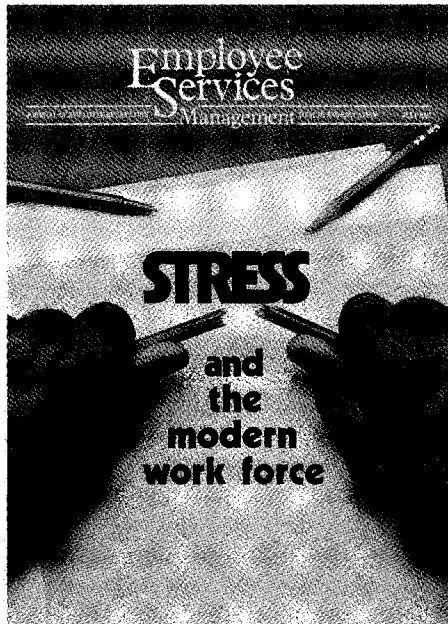
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In this issue . . .

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Fitness. The word has long been a part of employee services and recreation professionals' vocabularies. This issue of *Employee Services Management* explores the meaning of total fitness, a state of physical and mental health. "Stress and the Modern Work Force," this issue's cover story, investigates the impact of stress on employee and corporate health. Today, individuals and companies are finding stress a fact too costly to be ignored. This timely article offers program suggestions and lifestyle guidelines for stress management—a key to mental fitness.

Any formula for physical health demands exercise and proper nutrition. "NESRA Endorses Nation's First Employee Fitness Day" explains Illinois' commitment to getting fitness in the workplace—and keeping it there. "Junk" food may be here to stay, but the controversy continues on its role in the daily diet. "Some (Junk) Food For Thought" presents both views on the nutritional value of this popular kind of food.

Of special interest in this issue is "A Way of Doing Business." In this article, Editorial Assistant Lisa Della Rovere highlights the benefits derived from company stores. ■

Does business stress cause high blood pressure?



Stress on the job is a real problem for most of us. Many people think high-pressure jobs cause high blood pressure.

Scientists and doctors aren't sure if stress causes high blood pressure. But one thing is for sure: *anybody*, no matter how they react to stress, can have high blood pressure.

If you have high blood pressure, you can control it—with medication, weight control, less salt, and whatever else your doctor tells you to do, every day.

No matter what you do for a living... keep on living.

High blood pressure. Treat it and live.

National High Blood Pressure Education Program.
National Heart, Lung, and Blood Institute.
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Employee Services

JOURNAL OF EMPLOYEE RECREATION

Management HEALTH AND EDUCATION

formerly RECREATION MANAGEMENT

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____ **"YES WE CAN"**. Harry Cordellos gives an inspirational and motivational presentation on his many impressive accomplishments within the field of recreation despite being blind.

____ **"EMPLOYEE ASSISTANCE PROGRAMS—SHOULD WE, COULD WE AND HOW WOULD WE?"** Bob Schenk, Corporate Manager/Employee Assistance Programs, Owens-Corning Fiberglas, discusses drug and alcohol treatment programs and the expansion of these into areas such as personal, financial and family counseling.

____ **"EMPLOYEE ASSOCIATIONS—TO BE OR NOT TO BE"**. Phyllis Smith, CESRA, Recreation Director, Hughes Fullerton Employee Association, provides information regarding the pros and cons of employee associations, the legalities and the mechanics for development.

____ **"COMPUTER HARDWARE AND SOFTWARE—INFORMATION AT YOUR FINGERTIPS"**. Ralph Barr, Principal Development Engineer, Honeywell Avionics South, demonstrates the benefits of utilizing computers for employee activity programs and provides information on how they can be programmed into existing systems.

____ **"PRACTICING REASONABLE CARE IN YOUR PROGRAMS"**. Dr. Tony Marshall, Associate Dean, Hospitality Management School, Florida International University, explains many of the precautions that must be taken when planning recreation programs and special events. This session covers these and gives you additional ideas that can eliminate risks before they become problems.

____ **"COPING WITH LIFE ON THE RUN"**. Dr. George Sheehan, Department of Electrocadiography and Stress Testing, Riverview Hospital, brings to light how fitness programs and recreational activities should complement each other so as to improve a person's lifestyle.

____ **"COMMUNICATION TECHNIQUES—REACH OUT AND SELL SOMEONE"**—Parts I & II. William Boone, Corporate Relations Director, Allstate Insurance Company, helps you develop communication skills toward management, employees, press and media and community organizations. SOLD AS A SET—\$12.00.

____ **"BEGINNING FITNESS PROGRAMMING—STARTING OUT ON THE RIGHT FOOT"**. Richard M. Brown, CESRA, General Manager, Texins Association, answers the often asked question, "Where do I start?"

____ **"CHAPTER DEVELOPMENT—WHAT'S IN IT FOR YOU?"** Ralph Ferrara, CESRA, Manager/Employee Recreation, General Mills, Irene Heavey, Manager, Employee Benefits and Services, Sperry Univac Federal Systems and Leroy Hollins, CESRA, Recreation Director, Martin Marietta Aerospace, explain how to start a NESRA Chapter. Items regarding bylaws, dues, organization structure and benefits are discussed.

____ **"STRESS AND THE AMERICAN WORK ETHIC"**. Dr. Arthur L. Anderson, Chairman, Sociology Department, Fairfield University, presents information on the work ethic as perceived by employees today and how job related stress has become a genuine concern of business today.

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Company _____

Address _____

City _____ State _____ Zip _____

Total Enclosed _____

The NESRA President would like a word with you

... about caring for your employees



Stephen W. Edgerton, CESRA
Xerox Corporation
1982-83 NESRA President

"Who cares about me?" That could be the rallying cry of any number of U.S. corporate employees today. The "me" is a collective word encompassing the employees, their families and their general well-being.

Headlines in the business page of the local newspaper, the *Wall Street Journal*, *Time* and *Newsweek* used to relate to us the great things corporations were doing for their employees. We could read about employee assistance programs such as drug and alcohol rehabilitation, smoking cessation and nutrition counseling; we could learn of facilities being built to satisfy the fitness and recreational needs of employees and families, large company-wide events including picnics and holiday parties and extensive discount programs designed to save money for the work force. Certainly, many companies are still accomplishing these things. You and I are more aware of those companies involved because we are active in the field ourselves.

However, the overriding theme of business news today begins with headlines that read: "Record Low Quarter in Sales," "Decreasing Profit Margins: A Sign of the Times," "Inflation Hits Again," "Reductions in the Work Force Coupled with a Sagging Economy," and on and on. The emphasis on corporate problems and their threat to business is being communicated into the workplace and the home. The dismal news is being heard by employees from their managers. We're seeing ever-increasing technologies that are leading to more automation and changes in "our way of doing business." Jobs that have been in existence for years are suddenly gone and often-times the employee is gone as well. Those employees that remain see many of their friends and associates leaving the company because it is "necessary to the health of the corporation in these difficult economic times."

In many corporate situations, the message that comes through to employees is that the corporation cares

only about sales, profits and the competition. Consequently, the remaining employees are working under increased stress and difficult conditions. They are asking themselves, "Who cares about me?" Of course, the company still "cares" about their most important asset, their people, but in many cases that concern appears to be on the back burner.

In my opinion, this is a critical time for those of us in the field of employee services and recreation to step forward in a corporate climate and say to management, "We'll show our people how much you care." Our profession and the services we provide has the capability of growing in difficult times like no other. We are the avenue for management to say to their people, "You are our biggest asset, we do care about the quality of your work life and the quality of your family life." Employee services administrators have a unique opportunity to be the "positive" force in

(continued on page 24)





Stress knows no strangers; it has no gender. No one—not managers or mechanics or secretaries or students—is immune from its impact. Most of us, fortunately, are equipped to handle the daily stresses in the workplace—most of the time . . .

Stress and the Modern Work Force

by Kimberly A. Thomas

Life really is getting tougher.

Mounting pressures, increased competition in the workplace, the rising cost of living—each takes its toll on our physical and psychological state in the form of stress. But stress isn't all bad. Anything creating physical or emotional change can be classified as "stress." Marriage, business promotions, outstanding personal achievements and even the Christmas holiday are examples of positive situations which cause stress or mental tension. Stress is, in fact, a part of life. To be alive is to be vulnerable to stress.

Yet our bodies daily strive to preserve a homeostasis, or physiological balance. To do so requires more than physical fitness; it requires the body's keeper to remain psychologically fit as well.

(continued on following page)

Stress and the Modern Work Force

(continued from previous page)

No one is immune

The popular belief in the top-level executive as the sole victim of stress is pure fiction. Everyone who experiences internalized conflict must grapple with stress. In the workplace, stress quite often manifests itself as a lack of control, anywhere from the assembly line to the executive suite. A manager operating under strict pressure deadlines is just as vulnerable to stress as the assembly line worker who suffers from boredom and lacks the pride so essential for efficient work.

In moderate amounts, however, stress can actually prove beneficial. Most experts agree that some tension energizes a worker to perform at an optimal level, and it can also spark creativity.

Is the modern work ethic killing you?

Today's work ethic has evolved from a 16th century philosophy of work referred to as "the protestant

work ethic." Basically, this ethic held that all jobs requiring hard and honest work were equally acceptable to God. Because of this belief, work became and remains a central core to people's identities.

many modern cultures is going through a revolution. Changes in the quantity, nature and values of work, along with intensive competition and increased job specialization characterize the modern work ethic.

"... It's as we as humans come to grips with this new world that we will collectively move away from a society that has spent centuries oriented toward disease, and begin instead to concentrate on what it means to be healthy. We need to reduce the very thing we've created: ... stress ..."

"In most cultures, people work in order to live. In our culture, people live in order to work," emphasized Dr. Arthur L. Anderson, chairman of the Sociology Department of Fairfield University in Fairfield, Connecticut and speaker at NESRA's 41st Annual Conference and Exhibit. "The protestant work ethic was a positive evaluation of work, good work, and lots of it."

According to Dr. Anderson, the protestant work ethic accepted by

"One of the most striking ways in which the protestant work ethic is changing is in terms of sheer quantity of work," stated Anderson. "In 1890, the average work week at Andrew Carnegie's steel mills in Pittsburgh was 84 hours per week. Your vacation was when you died."

Not only has the quantity of work dropped in half during this century, but the nature of work has also changed. "For the first time in human history, we don't work with our

Where the Pressure Builds Up*

From a ranking of 130 occupations by the federal government's National Institute for Occupational Safety and Health—

12 Jobs With Much Stress ...

1. Laborer
2. Secretary
3. Inspector
4. Clinical lab technician
5. Office manager
6. Foreman
7. Manager/administrator
8. Waitress/waiter
9. Machine operator
10. Farm owner
11. Miner
12. Painter

*reprinted from
U.S. News and World Report

... Other High-Stress Jobs ...

- Bank teller
- Clergyman
- Computer programmer
- Dental assistant
- Electrician
- Fireman
- Guard/watchman
- Hairdresser
- Health aide
- Health technician
- Machinist
- Meatcutter
- Mechanic
- Musician
- Nurses' aide
- Plumber

(in alphabetical order)

- Policeman
- Practical nurse
- Public relations person
- Railroad switchman
- Registered nurse
- Sales manager
- Sales representative
- Social worker
- Structural-metal worker
- Teachers' aide
- Telephone operator
- Warehouse worker

... And 12 Low-Stress Jobs

(in order of increasing stress)

- Clothing sewer
- Checker, examiner
- Stock handler
- Craft worker
- Maid
- Farm laborer
- Heavy-equipment operator
- Freight handler
- Child-care worker
- Package wrapper
- College professor
- Personnel worker

Note: Based on death rates and admittance rates to hospitals and mental-health facilities in Tennessee.

bodies," explained Anderson, "we work with our brains."

The values that people attach to work vary significantly throughout modern cultures. Some "workaholics" still abide by the protestant work ethic. Others seek only work which will render self-actualization and fulfillment, start at \$20,000 a year and include guaranteed advancement. Still others apparently don't, according to Anderson, "give a damn." These conflicting values in the workplace create an atmosphere conducive to stress.

Other sources of occupational stress, cited by *U.S. News and World Report* include: arguments with supervisors or fellow employees; frustrated feelings in a job for which a person is ill-suited; lack of autonomy in a position; and lack of communication.

Too costly to be ignored

The cost of too much stress is high. Individuals under stress can impair their physical and mental health.

Taking stress in stride

Unfortunately, there is no sure-fire cure to combatting stress. There are, however, numerous stress management techniques which may prove successful "when you just can't take it anymore." The key for each individual is to develop effective and comfortable coping skills in order to manage the harmful stress and possibly transform the tension into a productive force.

Exercise, proper nutrition, self-awareness, flexibility, regular relaxation and career and schedule planning are those factors which can lead the individual to self and stress management.

Physical activity repeatedly has been proven an effective way to release pressure. The *Fitness Institute Bulletin* reports that exercise also "dissipates the heightened blood fats and chemicals and brings the system back into balance."

"We all need exercise," affirmed

how to define our humanity apart from just the job."

Management tools for breaking up occupational stress

A healthy company needs managers who know how to keep their employees sunny side-up. This may require program planning; for often, a mere pat on the back cannot keep employees forever smiling. Possible programs to aid companies in stress management include:

- **Mental Health Education Programs**

These programs should be used for employees at all levels to convey the idea that anyone may occasionally need help with emotional problems. Seminars can be conducted or information spread through in-house publications.

(continued on page 30)

"... We all need an avocation and we've got to begin in this society to learn to deal with the challenge of leisure. We've got to begin to learn how to define our humanity ... apart from just the job ..."

Stress may surface itself as general irritability, insomnia, hypertension, migraine headaches, ulcers, depression or alcoholism. Similarly, companies with employees under stress face impaired health. A tense or troubled employee may be unable to concentrate on the job, to perform at full capacity. He may have alcohol or drug abuse problems which result in poor performance and attendance. All of this means "failing health" for the company. Stress disorders cost organizations an estimated \$17 to \$25 billion each year in lost performance, absenteeism and health benefit payments.

Dr. Anderson. "We need something to compensate for this extraordinarily lopsided work we have in this society, this kind of cerebral work."

The work we have in this society is also highly specialized. This increased specialization makes it quite difficult for workers to totally fulfill themselves. Because of this, people need an outlet, a channel for fulfillment, or what the management specialist Peter Drucker called, "an avocation apart from the job."

"We all need an avocation and we've got to begin in this society to learn to deal with the challenge of leisure. We've got to begin to learn

For more information

The following agencies offer educational materials and guidance in the realm of mental health. You may wish to write to one or all of them for additional information.

Family Service Association of America
44 East 23rd Street
New York, N.Y. 10010

Mental Health Materials Center, Inc.
419 Park Avenue South
New York, N.Y. 10016

National Association for Mental Health
1800 North Kent Street
Arlington, Va. 22209

National Clearinghouse for Mental Health Information
Public Inquiry Section
National Institute of Mental Health
5600 Fishers Lane
Rockville, Md. 20852

A WAY OF DOING BUSINESS

by Lisa Della Rovere

Editorial Assistant

"Fast" places seem to be what's "in" these days. McDonald's boasts of serving 40 billion people worldwide; Midas can replace your car's muffler in just 30 minutes; and Federal Express can deliver mail and packages to any business—anywhere—overnight.

Sure, these companies provide fast service. But even more significant is the fact that they deliver convenience to their customers. This convenience is the "value added" to their product; it is the key to their success.

Fast and convenient aptly describes one company service to employees: the company store. These stores make shopping hassle-free, conserving employees' time and energy. The stores are generally open Monday through Friday from 8 to 5 p.m., affording employees an opportunity to stop in during their breaks or lunch hour to pick up items they would normally have to purchase elsewhere.

Company stores may be large operations offering product lines which include clothing, electrical appliances, gold and diamonds, furniture, cameras and stereo systems. Or they may be smaller outfits selling such items as pantyhose, cigarettes and "loyalty" goods, or company logo items.



At the Bell and Howell Company Store in Lincolnwood, proceeds generated from sales are placed into the employee recreation program.

Yet regardless of the store's size, the "loyalty" goods seem to be the biggest sellers.

"People are really interested in these items," noted Sue Potter, Human Resource Activities Director for Nationwide Insurance Company in Columbus, Ohio. "In the past, only our agents had them. When an interest was shown by our employees, we started making logo items available to everyone in the company."

The Nationwide logo appears on such things as beach towels, baby blankets, tote bags, ski caps and t-shirts. "We consider ourselves a Nationwide family," Potter added. "And this pulls us together so much more."

By offering these "loyalty" goods to the employees, company stores can benefit both management and personnel. Not only do sales such as these stimulate employee pride, they are also effective methods of public relations and free advertising for the individual company.

Also stocked with a variety of "loyalty" goods is the Lockheed Company's store in Burbank, California. Among its most successful items are models of company-made airplanes.

"When our employees see an airplane they helped build, they derive a great deal of pride and satisfaction in what they're doing," explained Bob Pindroh, Assistant Executive Direc-



A way of doing business—at the Nationwide company store in Columbus, Ohio

tor of the Lockheed Employees Recreation Club.

Lockheed refers to its store as a "novelty store." A display case stands in the lobby of its recreation building and merchandise is stocked in an office. "The store has proven to be popular with our employees and has grown tremendously in the last three years," said Pindroh.

Ninety-five percent of the Bell and Howell Company store's merchandise is sold at a discount rate. Proceeds generated from sales are then placed into the employee recreation program.

"An employee benefits from the store in two ways," explained Mike Winfield, President of the Bell and Howell Employees Benevolent Association. "The individual gets a discount on merchandise and receives quality recreation activities."

Company stores, however, are not instant money-makers. According to

Dennis Mullen, manager of the Pratt and Whitney Aircraft Club in East Hartford, Connecticut, there is a price to pay in operating a company store, and that price is time. Those who operate a company store need to set aside sufficient time for planning. Before any sales take place, the store's design must be considered; space for items needs to be allotted; the product line must be determined; and the store personnel must be recruited.

In determining the product line, for example, careful selection of wholesalers is imperative. "You have to buy right and sell right," emphasized Mullen. "Buying from a local merchant is quite accessible, but it may be higher priced." Mullen attends merchandise shows in New York to learn the going market price of the products he purchases. "Buying right is essential," Mullen added. "If you can get the right price, employees can be given a substantial discount."

Indeed, the company store can prove to be more than "fast" and "convenient." This employee service is undoubtedly a unique way of doing morale-boosting business. ■



Shopping is also made hassle free at the Northrop company store in Anaheim, California.

SERVICES & ACTIVITIES

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Con-tests—Five are conducted annually to stimulate participation in employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Free Clerical Services—Provided by NESRA for intra-membership communication.

Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NESRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation. ■



EVIDENCE

by Frank Havlicek, CESRA
Motorola, Inc.
NESRA Vice President
Research & Education

At NESRA's 41st Annual Conference and Exhibit in Orlando, registered delegates responded to a survey aimed at obtaining information on the current state of employee services and recreation. Following are highlights from the results of that survey.

• **Company size, in terms of 1981 sales volume:**

31%—\$1 billion and over
26%—\$100 to \$500 million
10%—\$501 million to \$1 billion

• **Numbers of employees eligible for your employee services and recreation program:**

40%—5,001 to 10,000
24%—1,001 to 5,000
14%—10,001 to 50,000

• **Level of leadership—your position:**

PAID PERSONNEL:

24%—Department head
39%—Manager
11%—Supervisor

VOLUNTEERS:

7%—Supervisor
4%—Manager
4%—Secretarial level

• **Percentage of your time devoted to employee services as opposed to recreation:**

42%—Over 50%
29%—21–40%
10%—11–20%

• **Effects of the current recession on funding and programs:**

BUDGET CUT:

58%—None
13%—To 10%

REDUCED PARTICIPATION:

57%—None
9%—To 10%

• **Has business travel been curtailed by your company?**

10%—Greatly; 50%—Moderately; and 39%—No Change

• **Who paid your expenses to come to this Conference?**

77%—Employer
9%—Employee Association
8%—You personally

• **Do you feel your recreation activities are limited because of the possibility of Worker Compensation claims for injuries sustained while participating?**

76%—No
18%—Yes

• **Should NESRA pursue a program to get appropriate legislation to protect employers by excluding recreation from Workers Compensation coverage in states where it does not yet exist?**

78%—Yes
16%—No

• **Do you foresee growth or decline in your activities in the immediate future?**

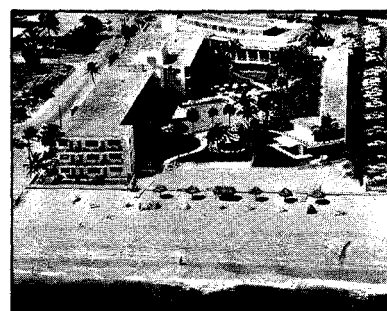
93%—Growth
7%—Decline

• **Do you prepare an annual budget?**

53%—Yes
47%—No

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EACH IS WORTH A

"Everything just seems to be getting better," concluded the 1982 NESRA Photo Contest Chairman, George Stark. "Not only did we receive more entries than ever before, but the very quality of the photographs seems to have gotten better over the years."

And Stark should know. He has served as chairman of the NESRA Photo Contest for five years. Stark currently holds a position as manager in the engineering department of the McDonnell-Douglas Corporation. In addition, he is a member of the board of directors for his company's recreation committee and head of the company photo club.

This year, 352 individuals from 44 NESRA organizations submitted a total of 827 entries to Stark. Entries were judged by Stark and a team of photography professionals including the vice president of a photography store, the general manager of a national photo-processing lab, a professional studio photographer and a professional wedding photographer. "In selecting this year's top photos," noted Stark, "the judges looked for both technical quality and impact."

Photo contest participants and spectators can look forward to the 1983 NESRA Photo Contest which again will be chaired by George Stark, who is already thinking "better!" "I want to see more companies enter next year," emphasized Stark. "We've got to concentrate on getting our message to those people who can spread the word to employees, to potential winners."

The 1982 winners in each class and division were awarded prizes provided by NESRA Associate member, Guardian Photo. Among the prizes were an Atari Video Computer System for "best in show" and, for the division first place winners, butane gas Bar-B-Q's.

BEST IN SHOW

CANYON DESCENT

Rod Paulson

Texas Instruments

DIVISION WINNERS

SLIDES

1st CITY IN THE SKY

Sharon Hunter

Martin Marietta

2nd REMNANT OF THUNDER

Rick Riser

EIMCO

3rd TWILIGHT

Tom Ahern

Gillette

4th TRIPLE WELLS

Richard Cobb

DuPont

B & W PRINTS

1st FLAMINGO TREATS

Robert Dombro

Chemplex

2nd TIME PASTED

Robert Foster

Santee Cooper

3rd BIRD ON A WIRE

James Messina

Bethlehem Steel

4th HARD TIMES

Dennis Clark

Martin Marietta

COLOR PRINTS

1st MR. PEEPER

Dennis Lehman

3M

2nd DONNA

Dennis Reed

U.S. AirForce

3rd BLUE EYES

Verna Medico

Gillette

4th TOBACCO SHOP

Gary Bays

U.S. AirForce

CLASS WINNERS

SLIDES

NATURE

1st REMNANT OF THUNDER

Rick Riser

EIMCO

2nd FRAGILE BEAUTY

Carol Winch

3M

3rd PELI

Allan Carefoot

Gillette

SCENIC

1st CITY IN THE SKY

Sharon Hunter

Martin Marietta

2nd NEWPORT

Don Kellie

Pratt & Whitney

3rd SPRAY

Jim Burke

Martin Marietta

HUMAN INTEREST

1st TRIPLE WELLS

Richard Cobb

DuPont

2nd OUR ENTERPRISE

Walter Old

Fairchild

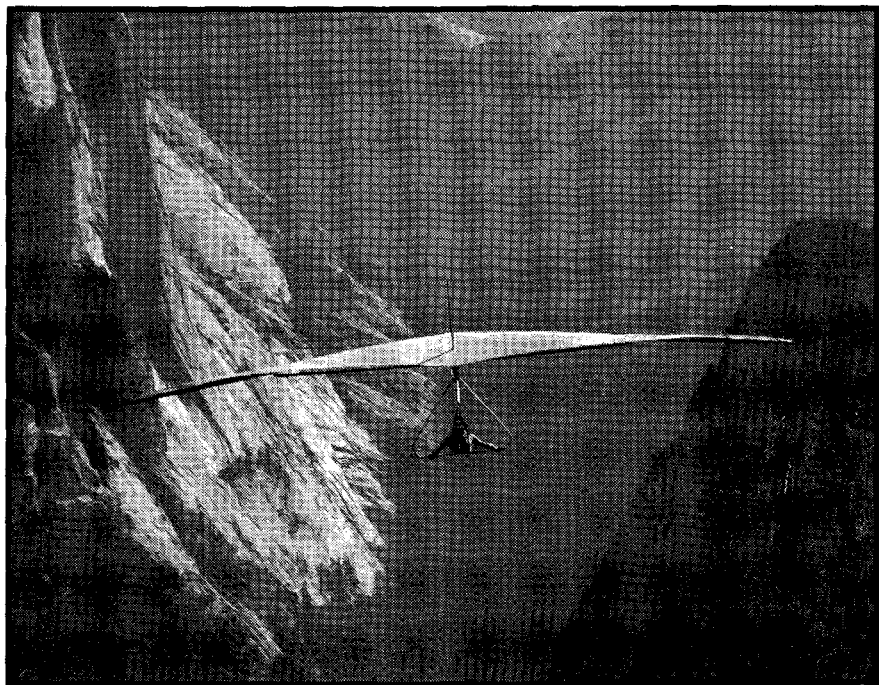
3rd CHAMPION

Mary Barrows

Johnson Wax

(more winners on page 26)

THOUSAND WORDS . . .

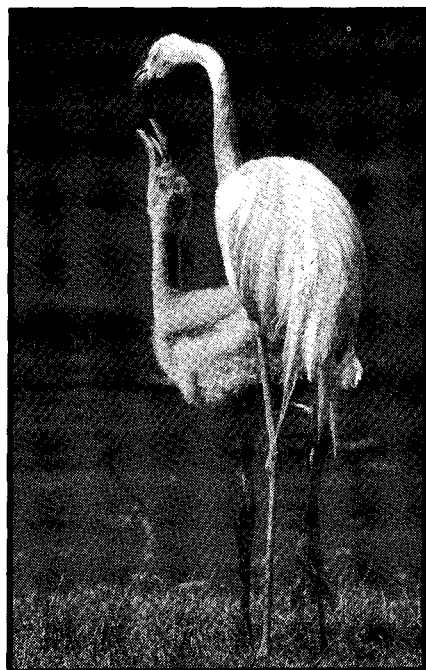


Best In Show: *Canyon Descent*, Rod Paulson, Texas Instruments



First Place Color Prints: *Mr. Peeper*, Dennis Lehman, 3M

These winning photos represent the best in their class or division. The editor regrets any loss of print quality which may naturally result when color photographs and color slides are reproduced for black and white publication.



First Place Black and White Prints: *Flamingo Treats*, Robert Dombro, Chemplex



First Place Scenic Slides: *City in the Sky*, Sharon Hunter, Martin Marietta

IDEAS CLINIC



by
**Melvin C. Byers, CESRA
NESRA Consultant**

Q We are interested in improving our employees' attitudes concerning our company. What have other companies found to be the successful approach to this situation?

A A considerable amount of poor employee attitudes toward a company stems from inadequate communication originating with management. There are numerous communication methods and procedures companies have taken in regard to this problem. Some are more effective than others, depending upon the degree of interest and concern given the projects. As an example, attitude surveys conducted either by an outside source or by the company must be professionally executed and provide definite improvements as a result of the surveys.

Employees gauge their participation efforts upon the noticeable changes that occur in response to the survey. More energy should be devoted to publicizing the improvements made due to employee responses than to the initial promotion of the survey. Yet one exercise, such as the survey, is only a beginning toward improving employee attitudes. We must take into consideration *all* the means possible to achieve the goals we set. Employee associations sponsored by the company are a tremendously effective means to establish a personal contact between employees and management.

If the organizational pattern of the employee association is one that is made up of elected representatives from all departments, shifts or locations, it should represent a minimum of 5% of the employment figure. These officers chosen by their workers are usually the natural

leaders in their group. They are the most influential at the peer level; they can articulate the feelings and concerns of the masses to management. These individuals provide the leadership that brings about activities employees appreciate, thereby establishing the group harmony so important to the communicative processes of management. The employee association offering numerous recreational, educational, community and employee services benefits becomes an essential work environment improvement factor. It is an ideal method of fostering cooperation and interest among all members of the corporate community, reaching out to every level of employment, including management.

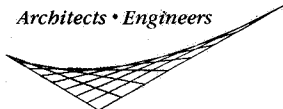
An employee association correctly organized and directed can in itself constitute an employee training project. Much like Junior Achievement programs aimed at advancing the principles of free enterprise and business procedures, the employee association might be classified as an adult achievement learning experience. Here, the discovery of future supervisory personnel can be detected and evaluated.

Another equally important facet of attitude development is the amount, kind and various avenues that communicative ties are encouraged and offered. The employee newsletter, newspaper, bulletin board postings, direct personalized mailings and employee association officers' memos are the essential communicative links which build interest and cooperative participation among the work force.

Supervisory training is an important element for creating a more harmonious environment and must be conducted as a high priority of management's policies to promote improved employee relations in every aspect. The benefits derived from frequent departmental meetings and open discussion play a significant role in understanding directives, objectives and feelings before problems arise. All segments of the personnel department should endeavor to serve their people and maintain an open-door policy, reflecting confidentiality with sincere interest and cooperative attitudes by the staff. When all of those steps are taken, we discover our efforts have expanded greater results in production and created a friendly attitude that spells profits for the company—far exceeding the costs needed to achieve it.

You can readily see that management involvement throughout their industry must coincide with the plan projected for improving employee attitudes. One segment or department of management cannot be held responsible for the success or failure of any policy made. Only when there is a unity at all management levels working toward the implementation of a directive can the company reach a successful conclusion. ■

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NESRA ENDORSES NATION'S FIRST EMPLOYEE FITNESS DAY

"It's the biggest event in this nation's history to promote fitness in the workplace," boasted James Liston, Executive Director of the Illinois Governor's Council on Health and Fitness. "It" has been billed as the first event of its kind in the nation, anticipating 65,000 to 100,000 participants and aiming to sell fitness to companies. "It" looks so promising that NESRA, the President's Council on Physical Fitness and Sports and the American Association of Fitness Directors in Business and Industry have joined many others in lending it their official support. "It" is Illinois Employee Fitness Day and it has great expectations.

The statewide effort labelled "Illinois Employee Fitness Day" is designed to get thousands of employees to engage in a non-competitive physical activity such as walking, jogging



photo by Matt Ferguson

Walking—the invigorating difference in lunch hour activities

or cycling during the regular work day. October 6 is the date set for business and industrial plant sites,

central business districts, university/college campuses, city parks and others to demonstrate their support and belief in employee fitness. The actual mechanics of each particular event will be decided by the individual company or sponsor. However, the Council strongly encourages that the non-competitive activity be of a length that could easily be covered during an employee's lunch hour.

Illinois Fitness Day plans to send a dose of preventive medicine to Illinois industry which has long assumed the increased burden of attempting to meet the ever-rising cost of health care through employee hospitalization and disability plans. Many Illinois companies have already turned to a preventive health



Two-wheel treks at noontime renew the morning's spent energy.

(continued on page 30)



Some (Junk) Food For Thought

by Kimberly A. Thomas

Armed with Twinkies, Big Macs, bubble gum and cola, patriots stand steadfast to vindicate the sugar-coated Junk Food Mountain. Emerging from the horizon, a wall of snack food rebels bearing vitamins, minerals and nutrients storm the battlefield. They charge with such force that the merciless combat resounds across America. They call this battle the junk food controversy; some say it will never end.

Caught in the middle of this controversy is the typical American who consumes an average of 1,463 pounds of food annually. Though this figure varied little over the past twenty years, *U.S. News and World Report* reveals that the pattern of the American diet has altered perceptibly with a dramatic increase of 175% in recent years in the use of sugar and other sweeteners. Experts point to the growth in the consumption of soft drinks as the

chief catalyst in this explosion.

Because cheese is used increasingly as an ingredient in fast food items such as cheeseburgers and pizza, its consumption level has risen 71%. Coupled with this, Americans now eat 9.7% less fresh fruit and 1.2% fewer fresh vegetables. Yet one of the greatest shifts in purchasing habits at the supermarket today has been to convenience and what are often termed "junk" foods.

Packaged food or drink containing limited nutritional value, chemicals and preservatives which are used primarily as a snack are commonly referred to as "junk food." Most people also place fast foods such as hamburgers and pizza under the same heading because of the belief in these food as containing lower nutritional values and higher concentrations of fats and carbohydrates.

A hot debate persists, however, regarding the value and quality of the junk foods. Regardless of the battle's outcome, one fact remains: these junk foods are here to stay. Billions of dollars are invested in this demanding market and for many Americans, these foods are the quickest and simplest means to grabbing a fast meal.

Publishing books and touring the country preaching, "fast food is good food" is Howard Appledorf, professor of Human Nutrition at the University of Florida. "In vitamin and mineral content," he proclaims, "a burger, fries and shake is just as well balanced a meal as 'slow' food. It is equivalent to a steak, salad, baked potato and a glass of a milk."

According to Appledorf's chemical analyses of fast foods, most contain as much or more than the recommended daily allowances set by the National Academy of Sciences. He responds to those who condemn junk food as unnatural by saying, "the only thing that's 'natural' is to go out in a cornfield and graze."

Another ally of the junk food pro-

nowned cakes.

Though the preceding voices have been heard nationwide, they still remain in the often overlooked minority. Most Americans, at one time or another, have indulged in some of the thousands of junk foods on the market, and many seem to feel that these products lack sound nutritional value. Among the leading junk food opponents recently heard include a consumer activist, business director, doctor and dentist.

One group of junk food opponents placed products of high sugar content, high cost or low nutritional value on display at the Junk Food Hall of Shame in Washington D.C. in 1979. Consumer groups erected the Hall to increase the public's awareness of the



U.S. Commerce Department figures predict fast food chains sales will expand by 20% in upcoming years and the number of U.S. burger, taco and pizza outlets will exceed 70,000. The fast food industry reported sales of over \$21 billion last year—a figure which amounts to almost \$100 for every man, woman and child in the United States.

Reporting on the "junk food battle" recently was the *Chicago Tribune*. Among the leading junk food proponents cited were several doctors, a nutritionist and an inventor. Each of them waved their snack and fast food banners high in the controversy, all the while proclaiming the harmlessness of junk food.

Dr. Robert Hunter, a past president of the American Medical Association warns people "not to believe everything you hear about junk food." He adds that if moderation is adhered to, consumers will remain safe.

ponents is Dr. Judith Stern, associate professor of nutrition at the University of California at Davis and author of the book, *How to Stay Slim and Healthy on the Fast Food Diet*. She joins Appledorf in supporting the quality of these foods. After examining the fat content and nutritional value in the products of more than 20 fast food chain restaurants, she claims to have found plenty of protein, vitamin B, thiamine, riboflavin and niacin in the great majority of their foods. "The main problem with fast foods," she states, "is they're high in fat because they're fried. A McDonald's hamburger probably has less fat than the hamburger you buy at the market."

And surprisingly, three Twinkies a day for 50 years has left no ill effect on 83-year-old James Dewar. "Some people say Twinkies are the quintessential junk food, but I believe in the things," remarks Dewar. And why not? After all, Dewar invented the re-

negative effects of junk food. The exhibit also listed physical ailments caused or worsened by bad diet, ranging from cancer to constipation.

"The Junk Food Hall of Shame will show children what slick ads and glossy packaging hide: how the food industry is more concerned with healthy profits than healthy consumers," stated Michael Jacobson, director of the Center for Science in the Public Interest.

Also present at the opening of the Hall of Shame was consumer activist Ralph Nader. When asked to comment on the products on display Nader explained: "This is the kind of menu the larger corporations are peddling in this country under the guise of good nutrition, good taste, good coloring, etc., but it's pretty fraudulent." Nader sees big business as "junk food pushers" to an "ad-dicted" America.

(continued on page 24)

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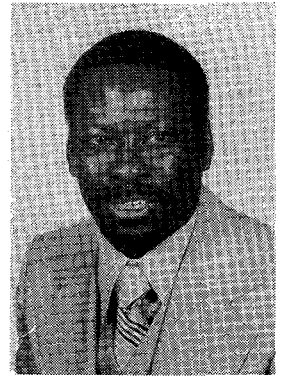
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TOURNAMENT NEWS

by Leroy Hollins, CESRA
Martin Marietta Aerospace
NESRA Vice President,
Tournaments and Services



National Award Winners 1982 NESRA-NRA Postal Matches

3M's Shirley Kulzer and the Goodyear Tire and Rubber Company #1 accomplished record-breaking feats in the annual NESRA-NRA .22 caliber and air rifle and pistol matches this year. Kulzer placed first in all women's categories while John Morse, Daniel Comstock, Eleanor Comstock and William Porter of Goodyear captured a first place team standing in the .22 caliber rifle match for the tenth consecutive year. The contest, co-sponsored by NESRA and the National Rifle Association ran from November 1981 through April 1982. Special thanks go out to John Grubar and the National Rifle Association for their many years of continued efforts and cooperation in making this tournament among NESRA's most successful.

DIVISION	WINNER	SCORE
.22 caliber rifle		
women:	Shirley M. Kulzer, 3M Company (St. Paul, MN)	195/200
open:	Tao-Yuan Wu, Ford Motor Company (Ann Arbor, MI)	198/200
team:	Goodyear Tire and Rubber Co. #1 (Windsor, VT) John C. Morse, Daniel C. Comstock Eleanor M. Comstock, William R. Porter	783/200
.22 caliber pistol		
women:	Shirley M. Kulzer, 3M Company (St. Paul, MN)	171/200
open:	Norman R. Girardin, Pratt & Whitney Aircraft (Hartford, CT)	196/200
team:	Pratt & Whitney Aircraft Team #1 (Hartford, CT) Al Gowdy, Francis Stadmeyer Walter Schubert, Norman Girardin	751/800
10 meter air rifle		
women:	Shirley M. Kulzer, 3M Company (St. Paul, MN)	187/200
open:	Gene T. Kulzer, 3M Company (St. Paul, MN)	191/200
team:	Puget Sound Naval Shipyard (Bremerton, WA) Bruce C. Farman, Kerry Hansen Lora Hansen, David Ranger	735/800
10 meter air pistol		
women:	Shirley M. Kulzer, 3M Company (St. Paul, MN)	180/200
open:	William W. Shope, Ford Motor Company (Dearborn, MI)	189/200
team:	Pratt & Whitney Aircraft Team #1 (Hartford, CT) Norman R. Girardin, Francis Stadmeyer Merwin A. Andrew, Jr., Stanley W. Smith	742/800

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Know us by the companies we keep



NESRA

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members represent NESRA which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NESRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NESRA is a vital communications link between members.

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President's Word

(continued from page 5)

business and industry today. Many other corporate departments have no choice other than to say "no" to employee requests. "No" responses convey an attitude of not caring or, at best, as being unresponsive to employee needs. On the other hand, we have the capability of being a positive force; we can say "YES!" "YES, we can do that for you . . . YES, we can give you that information . . . YES, we'd like to have you lead that activity . . . YES, we can help you with that project . . . YES, we can save you money on that purchase!" The value of a positive response and a "yes" answer in today's society cannot be underestimated.

For years we've emphasized that physical fitness programs are invaluable to an employee's health and well-being; that recreation services

are providing a constructive and meaningful use of leisure time. The outcome of these services, of course, is decreased absenteeism, improved productivity, a decrease in health care costs and an uplifting of employee morale. Research continues to substantiate these results. But let us not forget the most important thing we can offer our company and employees . . . the assurance that management cares! If an individual employee has the attitude that his company is offering a service for *his* benefit, then we've accomplished many of our objectives. This positive attitude and our impact on it should be uppermost in the mind of every employee services and recreation professional.

In the days ahead, there will be a greater need for industry to provide human services for the work force. Cuts in federal and local spending and changes in school district spending will dictate that business carry a

larger load in the area of leisure services and opportunities for their people. As I related at NESRA's 41st annual conference and remind you once again in Emerson's words . . . "This time like all times is a very good one, if we but know what to do with it."

This is our time! As concerned professionals, we should know what to do with it! I urge you to sell your management and your companies on the "we care" concept. Then, when they accept the idea, use your National Association as the fine resource that it is. Question your fellow members, rely on your local chapters, utilize your associate members and exhibitors. Above all, call on your national staff to give you the assistance you may need to further your employee service program. That way, when an employee says "Who cares about me?" You can say, "I care, we care, and so does your company."

Some (Junk) Food for Thought

(continued from page 19)

"There's a tremendous amount of malnutrition in this city of ours," states Chicago doctor August Daro, professor of obstetrics and gynecology at the Stritch School of Medicine and Cook County Post Graduate School of Medicine. "Part of it is from the lack of food. But much more is from a lack of quality food."



Nutrition as treatment and prevention is Dr. Daro's chief concern. He believes a proper diet strengthens the body's elements, whereas a "junky" diet weakens them. Daro is witness to patients who suffer heart trouble, high blood pressure, diabetes and other illnesses because of poor nu-

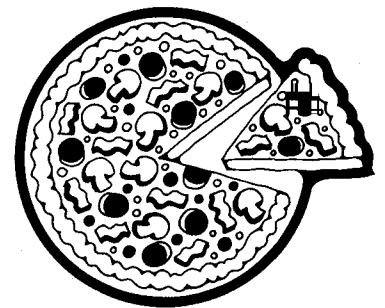
trition.

Of course, a great number of dentists do not encourage the ingestion of junk foods, particularly those containing high sugar content. Cavities are still rampant because the "candy junk foods are destroying the teeth of youngsters," claims Dr. Ralph O'Connor, a Tacoma, Washington dentist.

And so the battle which began with the dropping of the "Twinkie" bomb more than 50 years ago, still continues today. Many varying opinions regarding the "proper" diet and "good" nutrition exist. Yet more experts agree, that the American diet is less healthy today than in years past. Perhaps Bonnie Lieman, a staff nutritionist for the Washington-based Center for Science in the Public Interest best describes this belief in an interview with the *Chicago Tribune*:

"In many respects, fast foods are no worse than the typical American diet; the general problem is that the

American diet is too high in fat and saturated fats, too high in salt and sugar and doesn't have enough fiber for roughage."



Most of us realize that a golden delicious apple may be healthier than some nacho cheese flavored chips; or that a serving of fresh string beans is a lot more nutritious than a bowl of candy coated cereal. But, like millions of other Americans, we are hopelessly addicted to the strongly promoted and often tasty junk foods. Undoubtedly the controversy will persist—probably until someone finds a "junk food cure."

NESRA NEWS

"Gold Rush" Hosted by Region VII

Prospectors who travel to the city of Oakland, California this September will find their pots of gold at the Region VII Conference and Exhibit at the Oakland Hyatt, September 23-26, 1982. "Employee Involvement—A Company Asset" is the theme of the annual conference and exhibit.

Educational sessions already slated for the program include: "Tax Status: Where Do You Stand?" "Working with Boards and Influential People," "Zero Based Activities—How to Start From Scratch," "The Work-Play Ethic," "Resource Tapping," "Using and Abusing Volunteers," and "Needs Assessment." In addition, a special mini-conference will be held focusing on the area of stress management and four sessions will be offered "For Exhibitors Only" to meet the varied and specific needs of associate members.

For the sports enthusiast, the gold will be discovered in pre-conference tournament action such as: golf, tennis, racquetball and a special fun-run. Friday night has been reserved for baseball with the Oakland A's and a NESRA Malibu Grand Prix has been scheduled.

Registration fees include meals and social functions. For delegates, the fee is \$125; for exhibitors, \$425; for non-exhibiting commercial delegates, \$250; for spouses, \$125; and students pay \$20 per day. Lodging is available for the conference at \$40 (single) and \$48 (double) per night.

For further information contact Jody Merriam at (415) 273-3494.

(continued on following page)

Employee Services Management

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NESRA NEWS

(continued from previous page)

WARES Looking Ahead in '82

The Washington Area Recreation and Employee Services Council (WARES) certainly has proved that hard work and enthusiasm can carry an organization far.

This year, the WARES Watchword-Newsletter has started publication, meeting programs have been expanded to cover topics of interest for the broad membership, and the associate members have been asked to host or share in the planning of the monthly meetings. These steps have greatly increased the involvement of the membership and promise to make for a successful WARES year.

Of course, great plans need great leaders to succeed. The newly elected officers of the WARES Council aiming for success are: President—David J. Howard, Hazleton Laboratories America, Inc.; Vice President—Richard Hagerty, Washington Gas Light Company; Secretary—Dorothy Fassbach, Vitro Laboratories, Inc.; Treasurer—Audrey Bragg, Washington Gas Light Company; Associate Member Representative—Linda Pester, Bush Gardens. Past Presidents Irene Heavey, Sperry Univac, and Frank Ortega, Vitro Laboratories, are serving as chairpersons of the membership and program committees, respectively.

(continued on page 31)

Photo Contest Results

(continued from page 14)

OPEN

- 1st **TWILIGHT**
Tom Ahern
Gillette
- 2nd **APPLE & EYE**
Ernie Strong
Texas Instruments
- 3rd **NO TITLE**
Raymon Barber
Micro Devices

COLOR PRINTS NATURE

- 1st **MR. PEEPER**
Dennis Lehman
3M
- 2nd **ROSEMARY**
James Collins
General Mills
- 3rd **THE SENTINEL**
Mike Koenigsberger, 3M

B & W PRINTS

NATURE

- 1st **FLAMINGO TREATS**
Robert Dombro
Chemplex
- 2nd **TEASEL**
John Bundschuh
Wegmans
- 3rd **GIRAFFES**
Lisbeth Gordon
Texas Instruments

SCENIC

- 1st **TIME PASTED**
Robert Foster
Santee Cooper
- 2nd **LIGHTHOUSE AT
DAWN**
Amalia Dreher
VITRO
- 3rd **COUNTRY CHURCH**
Ken Luebbert
McDonnell Douglas

HUMAN INTEREST

- 1st **HARD TIMES**
Dennis Clark
Martin Marietta
- 2nd **HIGH PERCH**
Kathleen Buck
Texas Instruments
- 3rd **FUTURES PAST**
Michael O'Reilly
Martin Marietta

OPEN

- 1st **BIRD ON A WIRE**
James Messina
Bethlehem Steel
- 2nd **IN THE DARK**
Gerry Gifford
Gillette
- 3rd **CONTRAST**
Brad Bradshaw
Texas Instruments

SCENIC

- 1st **DUELING TREES**
Kathleen Buck
Texas Instruments
- 2nd **SAILORS DELIGHT**
Mike Siluk
First Bank—St. Paul
- 3rd **BAYFIELD SERENITY**
Marvin Silverman
General Mills

HUMAN INTEREST

- 1st **BLUE EYES**
Verna Medico
Gillette
- 2nd **HOUNDS**
Lawrence Root
Martin Marietta
- 3rd **TOBACCO SHOP**
Gary Bays
U.S. AirForce

OPEN

- 1st **DONNA**
Dennis Reed
U.S. AirForce
- 2nd **SANDI**
Claude Kenworthy
Bethlehem Steel
- 3rd **KALEIDOGRAPH**
Dave Lukaszewski
Martin Marietta

HONORABLE MENTION

- RED ROCK CANYON**
Jim Lund
General Mills
- FALCON**
Jim Messina
Bethlehem Steel
- OWL**
Jim Messina
Bethlehem Steel
- FORGOTTEN DREAM**
Robert Dombro
Chemplex
- BUSTER**
Robert Foster
Santee Cooper
- GLASSWARE**
Ernie Strong
Texas Instruments
- TENSION**
Ernie Strong
Texas Instruments

NEWS IN BRIEF

Increased Vacation Travel Predicted This Summer

Flying to the southern United States will aptly describe more U.S. vacationers this summer according to information from the U.S. Travel Data Center. Also predicted for the summer of '82 by the Center's survey is an increase in business for hotels, motels and campgrounds.

These projections for summer travel are based on more than 6,000 interviews conducted during this past spring by the U.S. Travel Data Center. The results were released at a special seminar for travel and tourism industry marketing executives, co-sponsored by the Travel Industry Association of America and the Data Center.

"It is encouraging that Americans are planning increased vacation travel this summer despite discouraging economic news," noted Dr. Douglas C. Frechtling, director of the Data Center. "Recent declines in gasoline prices and air fares are prompting consumers to travel more by air and farther away from home."

Overall, the Data Center's survey indicates Americans will take four percent more vacation trips this summer than last and spend six percent more nights away from home.

Knoxville Hosts 1982 World's Fair

What has been billed "the biggest Tennessee celebration since Andrew Jackson's inauguration as President" has undoubtedly caught the entire world's eyes. And why not? The 1982 World's Fair, which opened May 1 in Knoxville, Tennessee has brought together nations, corporations, organizations and associations from all across the globe under the umbrella, "Energy Turns the World."

Producers of this fair have defined energy in its broadest terms. Thus,

the spiritual energy of the world's religions; the creative energy of the world's artists, culinary geniuses, craftsmen, musicians and entertainers; and the physical energies of some of the world's finest athletes are part of the exposition.

International pavilions, attractions such as the 266 foot high Sunsphere, (which is topped by a giant globe encased in glass manufactured with genuine 24-karat gold dust), culture, color, pageantry and international entertainment will fill the World's Fair through October 31. It is expected that when the Fair ends, 11 million visits will have been made to the exposition.

For further information, call the World's Fair information line at (615) 971-1919.

Dance-Fitness Instructor Training Workshop: The In-House Option

Outside organizations aren't always the wisest choice for your recreational needs. Some contracting organizations may require an inappropriately large share of the revenue, others may insist on leading extremely large classes with restricted meetings and still others may demand an outside contract. So why do administrators contract with outside organizations? In certain situations it is valuable; but in other circumstances it is just an easier option.

The National Dance Instructors Association (NDIA) believes in-house resources should be used to full capacity. That is why they believe that training selected employees to lead in-house Jazz exercise or Aerobics classes can be beneficial to the company. NDIA, a non-profit organization, leads one-day instructor workshops throughout the United States. For a schedule of workshops call Michael Wollman, 1-612-340-1306, or write him at National Dance Instructor's Association, 427 Cedar Avenue, Minneapolis, Minnesota, 55454.

Career Challenges Urged For Job Satisfaction

Middle-aged managers often welcome a career "plateau," reports the *Wall Street Journal*.

In tracing the development of some managers for more than twenty years, an AT&T study revealed a significant drop in the desire for advancement and in expectations; an increased resistance to promotions and moves, and, after 20 years, there isn't any correlation between management level reached and "happiness." As these managers age, family and hobbies replace the primacy of work.

The officials who conducted the study say the profile represents about 80% of AT&T managers in their 40's. And, they add, talks with colleagues at other companies uphold that find-

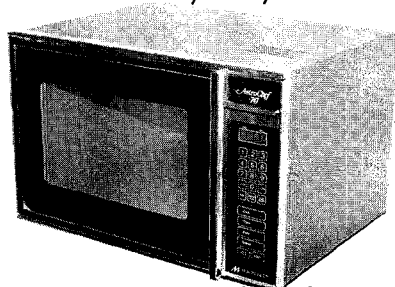
(continued on following page)

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NEWS IN BRIEF

(continued from previous page)

ing. To revive these managers' ambition, they urge new job challenges, often through lateral transfers and tasks that permit more independence on the job.

"Profile" Reveals Fitness Levels Lower Than Desirable

American youngsters are not as fit as they should be according to a new study released by Nabisco Brands, Inc., and the Amateur Athletic Union, sponsors of the Nabisco-AAU Physical Fitness Program.

The study, which reveals for the first time what the average boy and girl can do in performing various physical exercises, is based on an analysis of exercise tests conducted

from 1979 to 1981 among more than four million Americans aged 6 through 17.

"The tests show levels of fitness somewhat below those most experts would regard as desirable," said Dr. Wynn F. Updyke, associate dean for graduate studies at Indiana University's School of Health, Physical Education and Recreation, and head of the research team that compiled what was described as a "Fitness Profile of American Youth."

At a news conference, Dr. Updyke noted that fitness levels seem to peak at age 14 and to flatten out or decline from that point on. This proved particularly true of girls in the study.

The news conference, attended by U.S. Senator Bill Bradley of New Jersey, U.S. Representative Jack Kemp of New York and television sport-caster Frank Gifford, was called by Nabisco Brands and the AAU, sponsors of the Physical Fitness Program through which the Fitness Profile was developed.

Each year some four million boys and girls in more than 10,000 public and private schools take part in the program by performing a series of exercises that includes distance runs, sprints, long jumps, high jumps, sit-ups, pushups and pullups.

Although the basic standards are designed to be attainable by the average healthy youngster in each age and sex group, only 43 percent of participants were able to achieve them during the 1979-80 and 1980-81 academic years.

"Clearly there is room for improvement," said Dr. Updyke. "The fitness and conditioning habits of a lifetime are formed in childhood, and America's habits are not all they should be."

You Should Know About Outdoor Safety

Within a few hours after being stung by a bee, a groundskeeper at a country club died from an allergic reac-

tion to the insect's venom. Though most people do not experience such fatal reactions to a bee's venom, the National Safety Council warns the number of serious insect bites and stings, as well as fatalities, are increasing.

Individual reactions to insect attacks can range anywhere from itching and swelling to dizziness, headaches, stomach cramps, extreme nausea and even death.

The Council suggests ways persons can avoid "the sting" in the potentially dangerous summer months:

1. Avoid strong perfumes, hair sprays and suntan lotion. These sweet smells attract bees in particular.
2. Wear off-white, dark green or khaki clothes when you are outdoors. Always wear shoes. Bright colors, prints and dark colors attract insects.
3. Keep picnic and kitchen food covered. Never leave garbage uncovered.
4. Avoid swift movements that alarm insects and cause them to bite or sting.

The Council notes that fatalities caused by allergic reactions to insect stings or bites increase with age, due in many cases to the cumulative effect of venom on a victim's system. A first-time victim of a bee sting, for example, may simply experience painful swelling for an hour or two. However, upon a second attack, the victim may experience stomach cramps or nausea.

For a free reprint of the "Family Safety" article, which contains a chart listing common insects and protection and treatment information from bites, write: Public Relations Department, National Safety Council, 444 North Michigan Avenue, Chicago, Illinois, 60611. Please enclose a stamped, self-addressed envelope. ■

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ASSOCIATE PROFILE

Videocom Introduces Three Unique Videotape Exercise Programs

One of the most valuable services a company can offer its employees is a program for staying in good physical shape. Videocom, Inc. has three unique exercise programs on videotape that can help your employees feel better, stay in better physical condition and deal with the stress caused by the 9 to 5 world.

The benefits of getting in better shape are psychological as well as physical, and employers as well as employees will reap these benefits—through less on-the-job stress, decreased absenteeism and increased motivation and productivity.

With public interest in physical fitness at an all-time high, these videotapes provide you with the tools to help your employees in a practical way. These are the videotape programs available from Videocom:

- "Stress and the Office: The Exercise Break"
- "How to Relieve the Discomforts of Travel"
- "How to Relieve the Discomforts of a Bad Back"

"Stress and the Office" is a four-tape, three-week program designed to provide a 10-minute "exercise break" for employees, particularly those in sedentary jobs. The exercises are easy, relaxing and extremely effective. The first two weeks' programs, labeled "seated exercises" and "standing exercises," present exercises that are done in the office in street clothes. The third week introduces "floor exercises," which require suitable exercise clothing.

"How to Relieve the Discomforts of Travel," a single 13-minute videotape, examines some of the causes of discomfort in traveling, and then demonstrates simple exercises which can be done seated in a confined area, to relieve discomfort, increase circulation and stretch cramped muscles.

"How to Relieve the Discomforts of a Bad Back," is a five-tape series that can be used as a general fitness program, or as a specific program for people who suffer from back pain. The tapes are based on proven exercise techniques, medical knowledge, experience with

hundreds of patients, and the belief that poor body alignment and poor muscle condition are the major causes of back problems.

All of these programs were developed and are conducted on videotape by Asta O'Donnell, one of America's leading experts in the European method of attaining physical fitness through exercise. Asta is the first person to commit a structured exercise program to videotape. The programs are all accompanied by printed guides for participants.

Videocom is an established name in the field of continuing education and training. Through the use of innovative video, audio, film and text material, their specialists have created solutions to a wide range of business problems. Videocom also offers the most sophisticated production facilities, audio-visual and communications consulting, presentation and video expertise. The Videocom training programs include the highly regarded Lee Dubois course in selling techniques as well as the Asta O'Donnell fitness series.

For further information contact Ruth Sigler, Videocom, Inc., 351 Newbury Street, Boston, Massachusetts, 02116, (617) 267-9560. ■

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Stress and the Modern Work Force

(continued from page 9)

- **Employee Assistance Programs (EAP)**

The EAP is a stress intervention program which can serve as a sound base from which a managerial system for combatting stress can be developed. Essentially, supervisors conduct regular performance assessments to correct poor performances early. Troubled employees may be helped by professionals in or outside the organization before they lose their jobs.

- **Employee Counseling Programs**

Health professionals or specially trained managers can serve as employee counselors who can serve as an objective source for support and advice to help the employee overcome stress.

- **Employee Services and Recreation Programs**

Employee services, physical fitness and recreation programs can improve an employee's mental health by displacing tension and offering the opportunity for personal achievement.

Spreading the new gospel

"Stress is one of those problems that is mostly humanly developed and induced," proclaimed Dr. Ander-

son. "It's one for which we are primarily responsible ourselves in terms of our lifestyles. It is one about which we in fact have some control as individuals, as human beings, as a society. And it doesn't cost big bucks to do it."

What does cost "big bucks" are the effects—both personal and corporate—of too much stress. At a time when inflation eats away at everyone's wallets and mercilessly slashes company budgets, the decision should be made to do away with this rather unnecessary expense. But to do this requires a drastic change in this society's way of thinking. It requires that people pursue health as a positive concept and away from a preoccupation with disease.

"It's as we as humans come to grips with this new world," concluded Dr. Anderson, "that we will collectively move away from a society that has spent centuries oriented toward disease and begin instead to concentrate on what it means to be healthy. We need to reduce the very thing we've created: . . . stress. We need to bring it into balance so we, individually and collectively, have that homeostatic balance. That's the challenge before us, and that's the kind of a challenge in a new world which I see NESRA being able to play an extremely important part." ■

Fitness Day

(continued from page 17)

care approach to reduce these costs. For them, exercise has proven to be one of the most effective means by which to produce healthy, productive employees and to reduce the growing threat of hypertension and heart attack to sedentary workers.

"We hope this day will encourage managers to look seriously at the possibility of initiating long-term rec-

reation programs," emphasized Liston. "Our message to them is quite simple: 'fitness does have a regular place in the corporate setting.'"

The Council is providing ribbons and brochures for promotion of the event to all participants.

Those interested in participating in Illinois Fitness Day should contact the Illinois Governor's Council on Health and Fitness at (217) 785-8216. ■



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NESRA NEWS

(continued from page 26)

More Regional Conferences Set for Fall

Autumn means back-to-school, shorter days, cooler weather and chapter conferences. For NESRA members, chapter conferences fill fall calendars. Still in the planning stages are three regional conferences set for next season.

October 14-16 mark the dates for the Dallas/Ft. Worth Metroplex Recreation Council's annual conference and exhibit. Educational sessions, a dinner dance and an evening at a Texas dude ranch highlight the conference program. Region VI has chosen the Marriott Park Central for the site of its "main event."

On the east coast, Region I has scheduled its conference and exhibit for the October 28-31 at the Providence-Biltmore Hotel in Providence, Rhode Island. Lodging costs are as follows: single, \$40; double

\$46; and triple, \$51.

"Developing Human Resources through Employee Services" is the theme for the Region III annual conference and exhibit. The Drake-Oak Brook Hotel in Oak Brook, Illinois will house this event set for November 18-20.

NAMES IN THE NEWS

Retired

After eleven and a half years of service to the Rochester Safety Council of Rochester, New York, Kenneth A. Klinger retired as of this past June. Klinger served as NESRA (then NIRA) president for the 1957-58 year.

JUST IMAGINE WHAT YOU COULD LEARN NEXT YEAR!

If you thought you took a lot home from Orlando, just wait until you arrive in Columbus. NESRA has big plans for the 42nd Annual Conference and Exhibit, May 5-8, 1983 at the Hyatt Regency in Columbus, Ohio.

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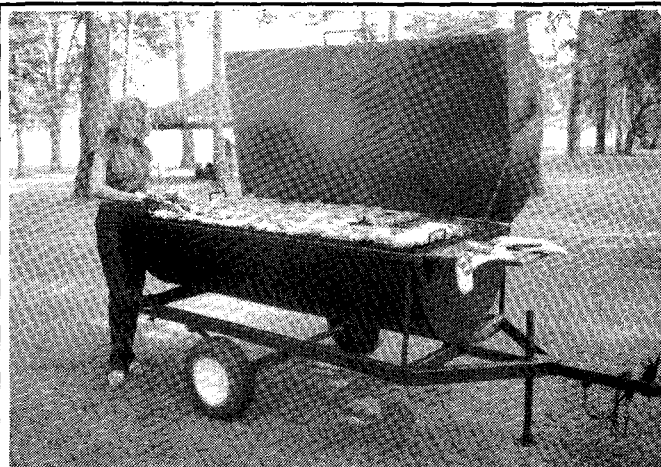
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NESRA CALENDAR

Drop in on fellow NESRA members when in the area. Check the "NESRA Calendar" before you travel.

Anchorage Industrial Recreation Council/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson CESRL (213) 354-5367 or Jim Mowery (213) 840-4077.

Capital Area Recreation Council/Austin, Texas. Meets on the fourth Wednesday of the month. Contact Bo Brooks—(512) 250-6382.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Beverly Grover—(614) 463-9545.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets third Tuesday of each month except July and September. Contact Mickey Negron—(214) 828-7130.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CESRA—(513) 227-5938.

Denver Metro Industrial Recreation Council/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Orange County/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CESRA—(714) 732-2432.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CESRA (301) 977-0529.

Long Island Industrial Recreation Directors Association/Nassau-Suffolk County, New York. Meets monthly. Contact Chester Baumgartner, CESRA—(516) 575-2269.

Greater Bridgeport YMCA Recreation Council/Bridgeport, Connecticut. Meets on the third Tuesday of the month. Contact Jesus Cerrilla—(203) 334-5551.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Metro Employees Recreation Chapter/Houston, Texas. Meets on the third Thursday of the month. Contact Laura Davis—(713) 754-5825.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets on the third Thursday of the month. Contact Jayne Epperson—(612) 456-2841.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

Rockford Area Services Association/Rockford, Illinois. Meets on the third Tuesday of the month. Contact Laura Miller—(815) 964-4671.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CESRA—(714) 238-6865.

Seattle Metropolitan Industrial Recreation Chapter/Seattle, Washington. Meets on the last Wednesday of the month. Contact Darrell Gosh—(206) 621-6869.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CESRA—(419) 475-5475.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Dave Howard—(703) 893-5400.

Conferences and Exhibits

42nd Annual NESRA Conference and Exhibit will be held May 5-8, 1983, Columbus, Ohio. For further information contact the NESRA office at (312) 346-7575.

The 1982 Region I Conference and Exhibit will be held October 28-31 at the Providence-Biltmore Hotel, Providence, Rhode Island. For further information contact Alice Bucca at (617) 493-3318.

The 1982 Region III Conference and Exhibit will take place November 18-20 at the Drake-Oak Brook Hotel, Oak Brook, Illinois. For further information contact Britta Mansfield at (312) 496-3232.

The 1982 Region VI Conference and Exhibit will be held October 14-16 at the Marriott Park Central Hotel, Dallas, Texas. For further information contact Pat Yandell at (214) 234-7679.

The 1982 Region VII Conference and Exhibit will take place September 23-26 at the Oakland-Hyatt Hotel, Oakland, California. For further information contact Jody Merriam at (415) 273-3494.

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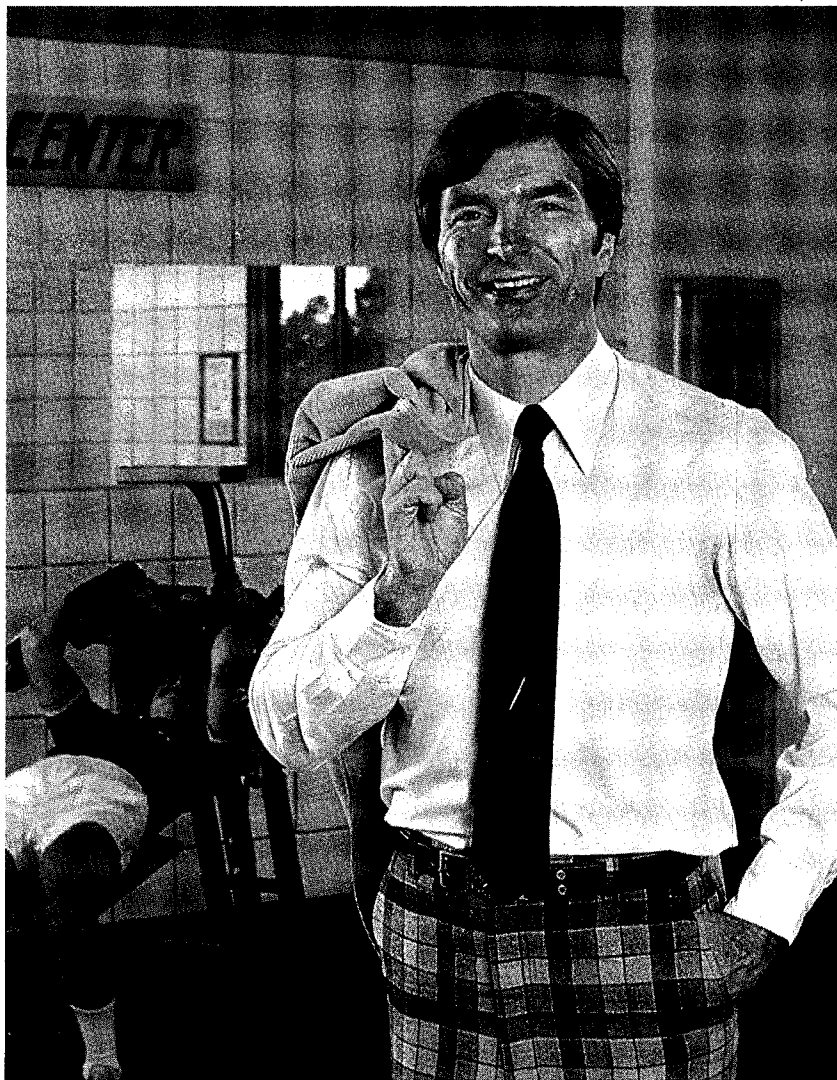
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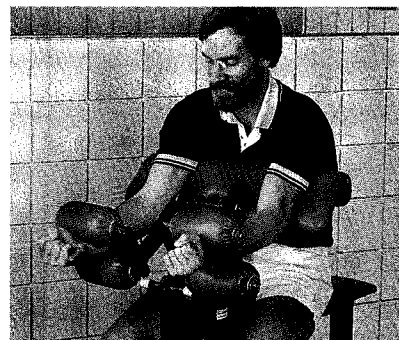
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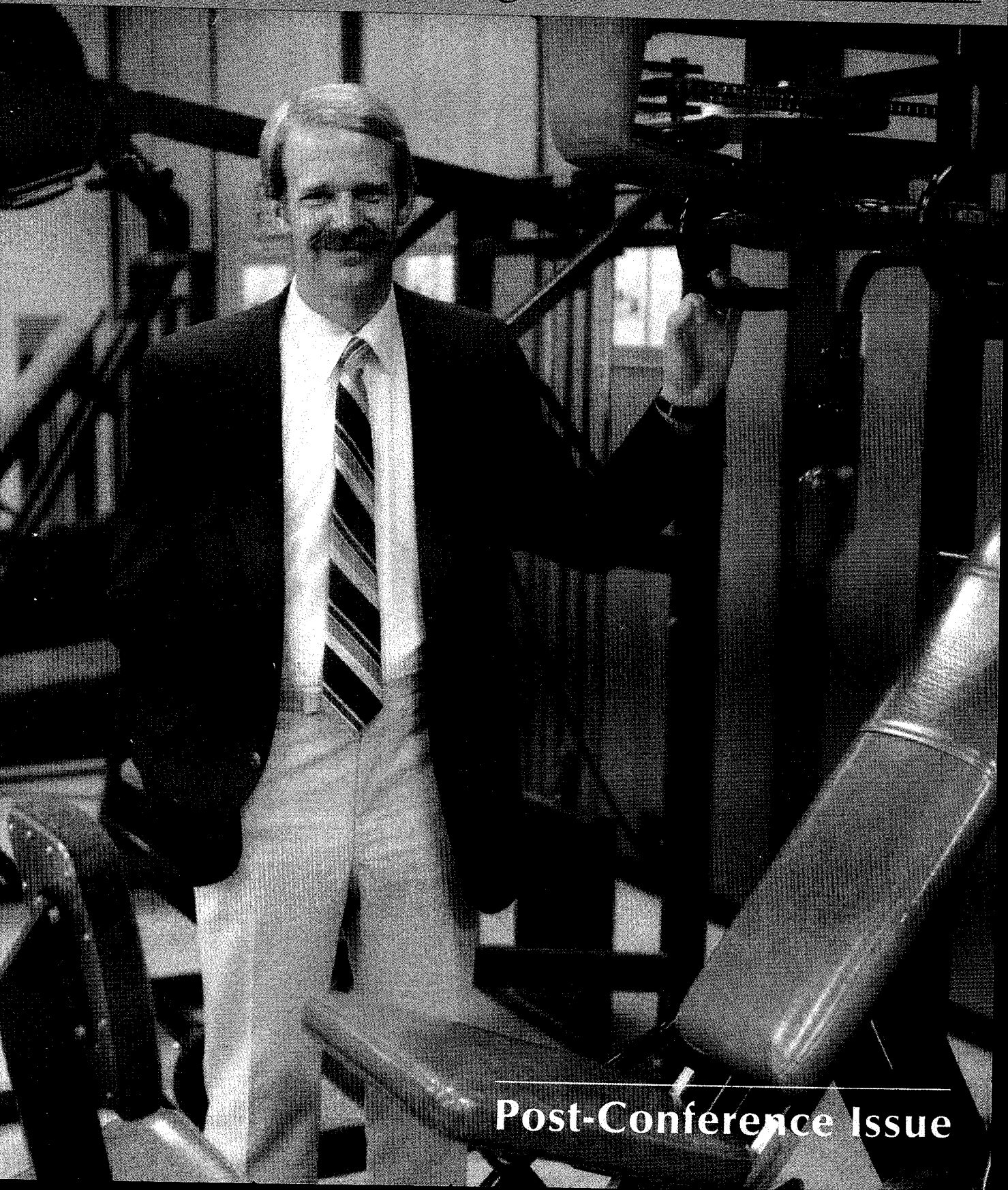
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Employee Services Management

JOURNAL OF EMPLOYEE RECREATION

HEALTH AND EDUCATION

AUGUST 1982



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The National Employee Services and Recreation Association, NESRA, (formerly the National Industrial Recreation Association, NIRA), is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Employee Services Management* is only one of many services included in NESRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

**Build for Excellence at
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Conference and
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Employee Services Management

JOURNAL OF EMPLOYEE RECREATION

HEALTH AND EDUCATION

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In This Issue . . .

"Expanding Horizons" is a phrase which has become more than the theme for NESRA's 1982 Conference and Exhibit—it has evolved into the basic challenge posed before NESRA and its members.

This issue of *ESM* magazine explores two corporate worlds which have met the challenges of expanding horizons: Xerox and 3M. "Looking Up" uncovers the successful employee services and recreation program at Xerox, headed by NESRA's 1982-83 President, Stephen Edgerton. President, Chief Executive Officer and NESRA 1982 Employer of the Year, Lewis W. Lehr told the 3M story at the NESRA Conference and Exhibit in Orlando. His speech is reprinted in the article, "Their Emphasis Is On People."

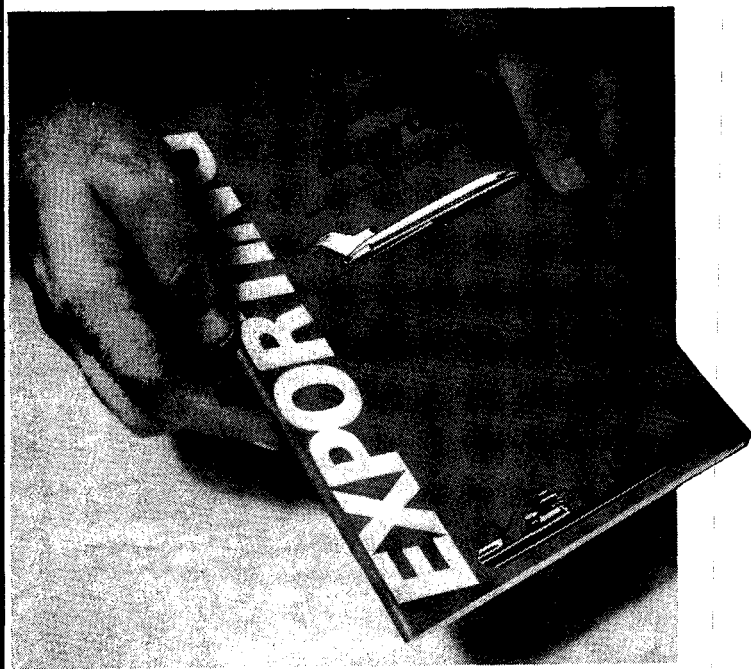
The emphasis was on growth at NESRA's 41st Annual Conference and Exhibit last May. "Expanded Horizons" recaps NESRA's main event and describes the post-conference state of NESRA and its members: NESRA is now boasting of broader membership horizons while members themselves display added professionalism. "The Leading Edge" salutes these NESRA professionals and lists the 1982 award winners as announced at the conference.

Tapping into new programs and tackling existent or potential problems constitute the employee services and recreation professional's formula for success. "20/20: Vision Fitness Program's Ultimate Goal" details the goals and guidelines needed for instilling this novel program within the total employee services and recreation package. Also aimed at encouraging companies to expand their horizons is Dr. Robert M. Beland's article, "Providing Leisure Services for the Handicapped Employee"—an idea that has finally come of age.



cover photo by Rick Evans, Xerox Corporation

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Employee Services

JOURNAL OF EMPLOYEE RECREATION

Management HEALTH AND EDUCATION

formerly RECREATION MANAGEMENT

August 1982 • Volume 25 • No. 6

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____ **"YES WE CAN"**. Harry Cordellos gives an inspirational and motivational presentation on his many impressive accomplishments within the field of recreation despite being blind.

____ **"EMPLOYEE ASSISTANCE PROGRAMS—SHOULD WE, COULD WE AND HOW WOULD WE?"** Bob Schenk, Corporate Manager/Employee Assistance Programs, Owens-Corning Fiberglas, discusses drug and alcohol treatment programs and the expansion of these into areas such as personal, financial and family counseling.

____ **"EMPLOYEE ASSOCIATIONS—TO BE OR NOT TO BE"**. Phyllis Smith, CESRA, Recreation Director, Hughes Fullerton Employee Association, provides information regarding the pros and cons of employee associations, the legalities and the mechanics for development.

____ **"COMPUTER HARDWARE AND SOFTWARE—INFORMATION AT YOUR FINGERTIPS"**. Ralph Barr, Principal Development Engineer, Honeywell Avionics South, demonstrates the benefits of utilizing computers for employee activity programs and provides information on how they can be programmed into existing systems.

____ **"PRACTICING REASONABLE CARE IN YOUR PROGRAMS"**. Dr. Tony Marshall, Associate Dean, Hospitality Management School, Florida International University, explains many of the precautions that must be taken when planning recreation programs and special events. This session covers these and gives you additional ideas that can eliminate risks before they become problems.

____ **"COPING WITH LIFE ON THE RUN"**. Dr. George Sheehan, Department of Electrocardiography and Stress Testing, Riverview Hospital, brings to light how fitness programs and recreational activities should complement each other so as to improve a person's lifestyle.

____ **"COMMUNICATION TECHNIQUES—REACH OUT AND SELL SOMEONE"**—Parts I & II. William Boone, Corporate Relations Director, Allstate Insurance Company, helps you develop communication skills toward management, employees, press and media and community organizations. SOLD AS A SET—\$12.00.

____ **"BEGINNING FITNESS PROGRAMMING—STARTING OUT ON THE RIGHT FOOT"**. Richard M. Brown, CESRA, General Manager, Texins Association, answers the often asked question, "Where do I start?"

____ **"CHAPTER DEVELOPMENT—WHAT'S IN IT FOR YOU?"** Ralph Ferrara, CESRA, Manager/Employee Recreation, General Mills, Irene Heavey, Manager, Employee Benefits and Services, Sperry Univac Federal Systems and Leroy Hollins, CESRA, Recreation Director, Martin Marietta Aerospace, explain how to start a NESRA Chapter. Items regarding bylaws, dues, organization structure and benefits are discussed.

____ **"STRESS AND THE AMERICAN WORK ETHIC"**. Dr. Arthur L. Anderson, Chairman, Sociology Department, Fairfield University, presents information on the work ethic as perceived by employees today and how job related stress has become a genuine concern of business today.

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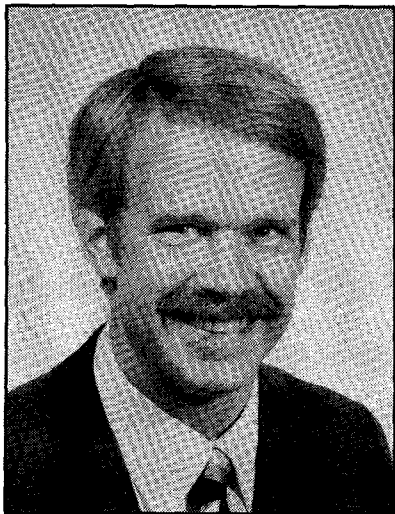
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The NESRA President would like a word with you



Stephen W. Edgerton, CESRA
Xerox Corporation
1982-83 NESRA President

... about involvement in the field of employee services and recreation

Last month we talked about our employees and their need for and utilization of the services we offer at their place of employment. This time I'd like to talk to you about our involvement in the field of employee services and recreation as individuals, potential participants and professionals.

From my perspective, your involvement in the field is three-fold. The first of these involvements is your own personal leisure time pursuits—your lifestyle management, your goals and objectives and your plans for attaining them. The second aspect of involvement is a commitment to your management and employees to provide a comprehensive and varied employee services package. The third is an obligation to your profession in a general sense. That is, your involvement with the national association and your concern for professionalism within the employee services and recreation field.

As an individual and an employee of your company, you are also a potential participant in your services

program. Your management of your leisure time requires just as many varied skills as managing your staff and your activities. As an individual, do you practice what you preach? Do you manage your lifestyle with all the thought, care and energy that you put into your job?

As an individual, you should be practicing what you are attempting to provide for others in your capacity with the company.

We should lead our employees by example. We should educate ourselves and our families to the concept of health and lifestyle management.

The second part of involvement in the field is the most natural and yet the most time consuming—our work-life. Our lifestyles and health are sometimes neglected because of our total immersion in our jobs; but the quality of our lives is also affected by our work performance. Our involvement as it pertains to our day-to-day function on the job is in direct proportion to our company's commitment to employee services.

Goals and objectives are established and then closely followed by the methodology and procedures to realize those objectives. The professional in an employee services organization is directed by his corporation's goals and objectives for that program. For some, the services program means a great deal of service work and/or projects in the local community (i.e. blood drives, United Way campaigns, cultural events, neighborhood beautification). Other companies emphasize club groups and special educational opportunities; while still others concentrate heavily on sports and athletic leagues and offer elaborate and extensive physical fitness programs and facilities.

Each of these service areas can be administered in a variety of ways. The administration of the services can be part of a personnel function or a full-time staff position. Whatever our field of expertise may be, personnel management, recreation administration, physical education and fitness,

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... Whatever the sport ... the eyes are involved in nearly every move a player makes. Yet ... one out of every four Americans cannot see as well as he or she could. Chances are some of them are in your sports programs ...

Neighboring companies took note when the firm whose bowling team always ended up last in the league suddenly moved up to fourth place. But when the equally lagging golf team took first place in the annual tournament, the fitness and recreation manager was bombarded with questions.

"What's going on over there? What have you done to bring about this change in your teams' performances?"

"It's our new vision fitness program," was the reply. "Not only are our teams playing better but people enjoy participating because they see themselves improving. Some even say they think they're doing their jobs better since they made vision fitness a part of their lives."

A vision fitness program may not work the miracles it did in this hypothetical example, but it can make a difference in your fitness and recreation programming.

Whatever the sport—bowling, tennis, golf, softball, racquetball, gymnastics—the eyes are involved in nearly every move a player makes. Yet the American Optometric Association says one out of every four Americans participating in sports cannot see as well as he or she should. Chances are some of them are in your sports programs.

Without good vision, performance suffers and enjoyment declines. People who are not enjoying their sport are less likely to continue participating. Even more importantly, the

vision problems hampering their sports performance could also be affecting their job performance.

A new breed of optometrists specializing in sports vision has determined what vision skills are needed for sports; developed screening programs to help detect people who may be lacking in these skills; and designed vision training programs to help people sharpen their sports vision skills.

Like their colleagues, these optometrists hold the doctor of optometry degree and are licensed to diagnose vision problems; detect signs of eye disease or of general health problems that may appear in the eyes; and to treat vision problems by prescribing glasses, contact lenses and vision therapy. In addition, optometric sports vision specialists serve as consultants to professional and amateur teams, schools and physical fitness programs.

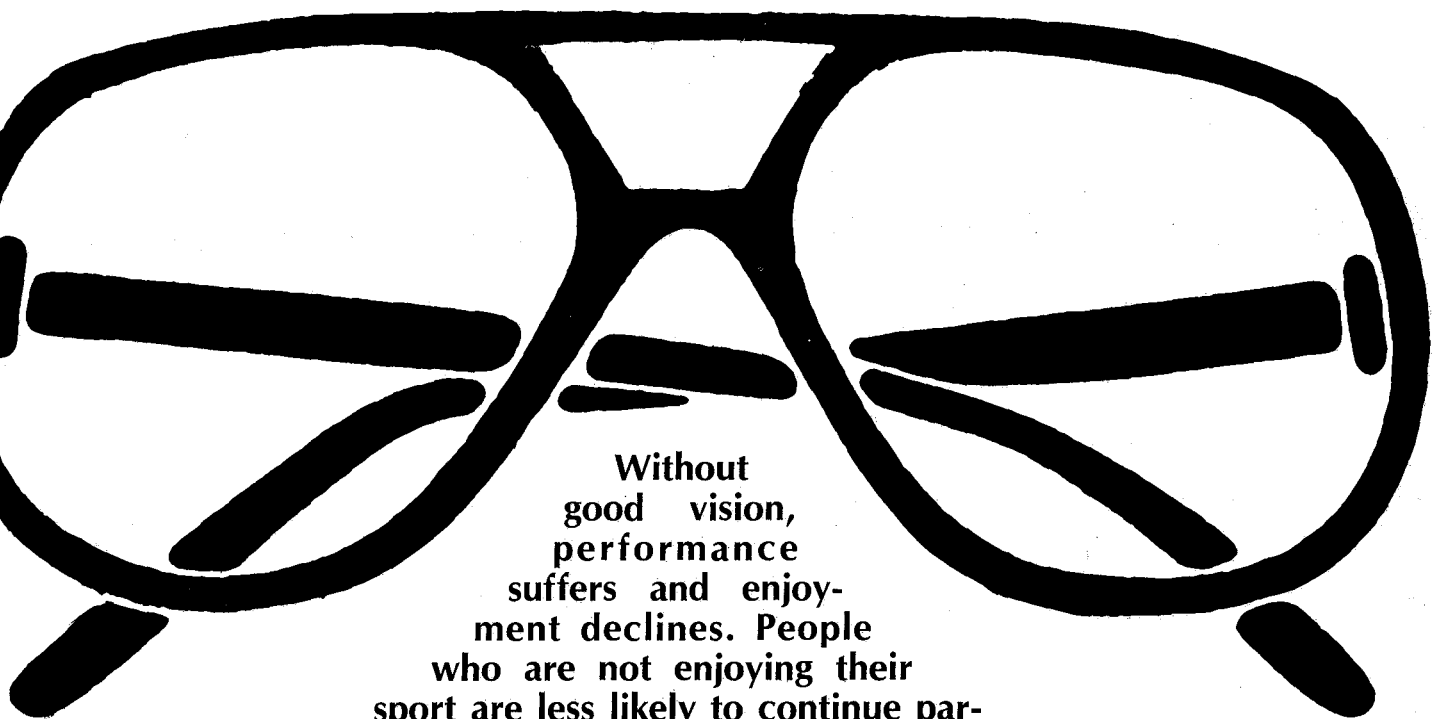
To establish a vision fitness program, you have to do more than hang an eye chart on the wall. That chart measures only the ability to see sharply and clearly at a distance. In sports, as in most activities, a number of interrelated vision skills are involved. They gather and send electrical signals of information to the brain, which interprets that information and sets arms, hands, legs, feet and the body's balance system in motion.

According to the American Optometric Association, the vision skills used in sports are:

- **20/20 eyesight**—the ability to see sharply and clearly at a distance;
- **dynamic visual acuity**—the ability to see sharply and clearly at a distance when you, your opponent, the ball or all three are in motion;
- **side vision**—the ability "to see out of the corner of your eye;"
- **depth perception**—the ability to judge quickly and accurately the distance between yourself and the ball, opponents, teammates, targets or boundary lines. It also aids in judging the speed, flight and curve of a hit or thrown ball;
- **vision pursuit**—the ability to use the eyes to follow a moving object smoothly and easily;
- **eye-hand-foot-body coordination**—the ability of the brain to coordinate hand, foot and body movements accurately and quickly with what the eyes see;
- **visualization**—the ability to picture something in the mind (such as the golf green) while the eyes are seeing and concentrating on something else (the ball on the tee or fairway); and
- **visual concentration**—the ability to concentrate intently on only one thing at a time and to switch that concentration quickly.

Vision screenings that check these different vision skills can help locate

(continued on page 26)



Without good vision, performance suffers and enjoyment declines. People who are not enjoying their sport are less likely to continue participating. Even more importantly, the vision problems hampering their sports performance could also be affecting their job performance.

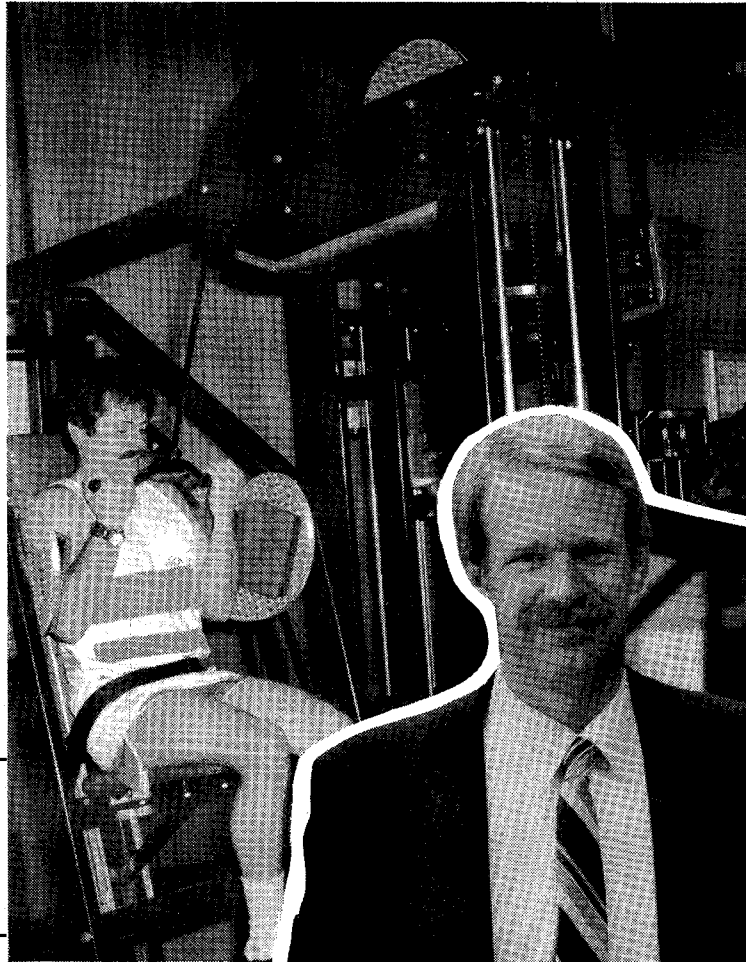
20/20

Vision Fitness Programs' Ultimate Goal

written by the American Optometric Association



Xerox employees work hard . . .
. . . and play even harder.





NESRA's new President manages an employee services and recreation program that insists on growing.

LOOKING UP

by Kimberly A. Thomas

Some people are just plain doers. They rise at 6:00 a.m., jog several miles, catch the 7:36 train and put in a full day's work. The evening hours hold even more activities, such as golfing and coordinating activities for youngsters. Sometime in between those precious minutes, they find time to serve as leaders for professional committees and associations. And somehow, they never run out of energy.

Such is the story of an athlete, a manager of Recreation and Fitness Services, current NESRA president and downright doer—Stephen Edgerton. Edgerton's energy has enabled him to serve NESRA as current president, past vice president for tournaments and services, and long-time member of the board of directors; to serve the Industrial Management Council as chairman of the sports and recreation group; to golf, run, swim . . .

And for Xerox, Edgerton, as acting manager of Recreation and Fitness Services at the Joseph C. Wilson Center for Technology in Webster, New York, has infused his energy into an employee services and recreation program which, quite frankly, is incredible.

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Looking Up

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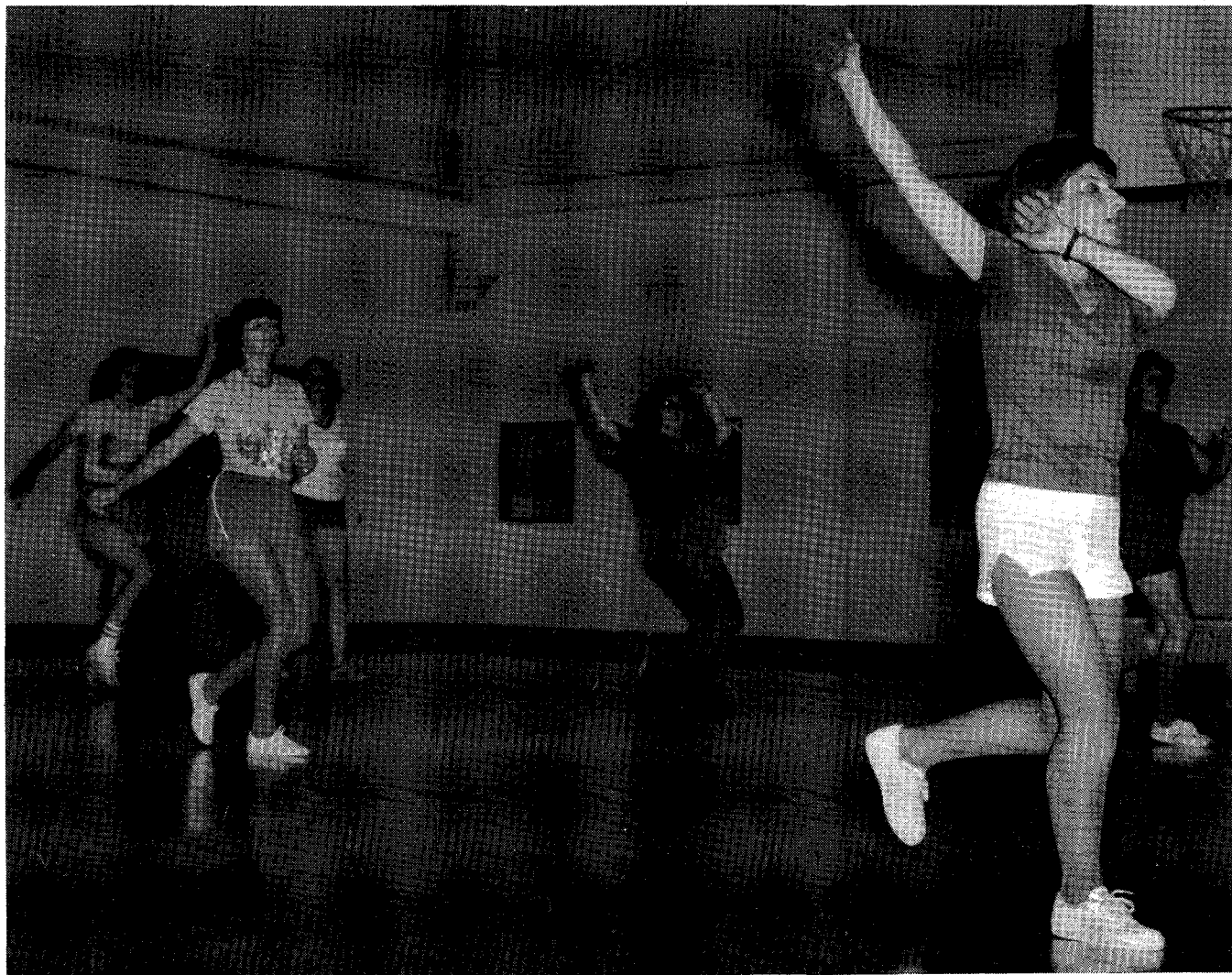
Vast and varied seems to characterize employee services and recreation today at Xerox. The program began in 1965 as the Xerox Recreation Association which provided a formalized physical fitness program, as well as limited recreation opportunities for employees. In 1966, the recreation program at Xerox officially became the "Webster Program" under the direction of William B. DeCarlo, a past NESRA president. Also in 1966, a multi-purpose building was constructed to provide space for administrative offices and a fitness lab. Shortly thereafter, two lighted softball fields and a mile-long jogging path were added to what is now a 60-acre site designated for recreation use.

The 1960's saw the foundation laid in the Xerox employee services and recreation program, while the '70's enjoyed the growth and "construction" which characterize it today. The opening of the last decade marked a new turn, an adventure into greater variety. This expansion happened when Edgerton took over the Webster Program at Xerox. Today, because of past and present

efforts, Xerox boasts of a nationally-known employee services and recreation program. The company's Webster division, which Edgerton manages, offers a wide range of services to its employees including: more than 15 special interest clubs such as the ski club and retiree organization; a complete sports and athletics program with 75 softball teams, 35 soccer teams, 49 volleyball teams, 25 basketball teams and golf and bowling leagues and tournaments; 15-20 instructional/educational annual programs with topics ranging from wilderness survival to tax planning; special weekend excursions to destinations such as Toronto; and white-water rafting and ski trips.

Highlighting the Webster program are special events such as the children's Christmas party, the family picnic and outdoor movie night. Also provided to employees are discount offers that save them approximately \$200,000 annually.

Overall, Xerox hosts one of the largest, year-round corporate employee services and recreation programs. Four lighted softball fields, two lighted tennis courts, and



At Xerox, aerobics are the fitness formula for the eighties.

a new recreation center featuring a double gymnasium with an indoor running track, two racquetball/handball courts, an amateur radio station, a color photo processing lab, a retiree lounge, a conference room and administration offices ensure physical fitness, and effective employee services and recreation at the Webster facility.

At the present time, there are more than 1,300 employees participating in the programs at the three different Xerox locations. Prior to entering the program, participants are given a medical and health questionnaire and a fitness evaluation. Based on those results, an individual exercise prescription is established for the employee.

Members of the Recreation and Fitness staff, as well as contracted personnel, student interns and volunteers have contributed a great deal to making Xerox employee services among the best in the country.

The Recreation and Fitness Services Department at Xerox also offers the Xerox Health Management Program (XHMP). The Program is offered to all Xerox employees but is specially designed for those who would prefer to exercise and manage their health on an individual basis. XHMP provides a complete instructional guide to improving health through physical activity. The guide includes a medical questionnaire, a health lifestyle inventory, a fitness self-test and an activity log. The *Fit Book* provides not only a series of exercises, but also gives the employee meaningful information concerning diet and nutrition, relaxation techniques and special back exercises.

A full-time staff of 13, which includes eight recreation and physical education professionals and five clerical/financial support personnel, administer the program for the 15,000 employees at the three separate plants in Monroe County. The full-time staff is supported by five full-time contracted personnel, student interns and volunteers.

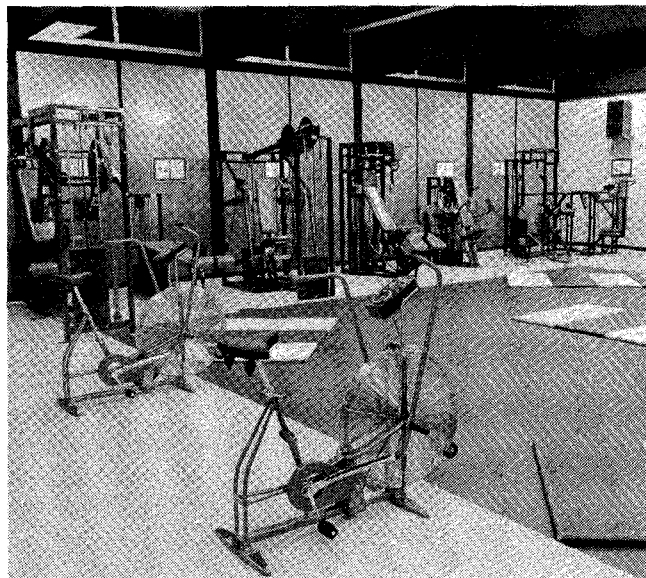
The association's policies are set by a nine member board of directors composed of employee representatives as well as top management. In addition to setting policies, the board of directors approves the annual budget.

This cooperative effort by both management and employees is further evidenced by the program's financial structure. The Xerox Corporation pays for the full-time staff salaries, maintenance of the buildings and grounds and administrative costs associated with the staff func-

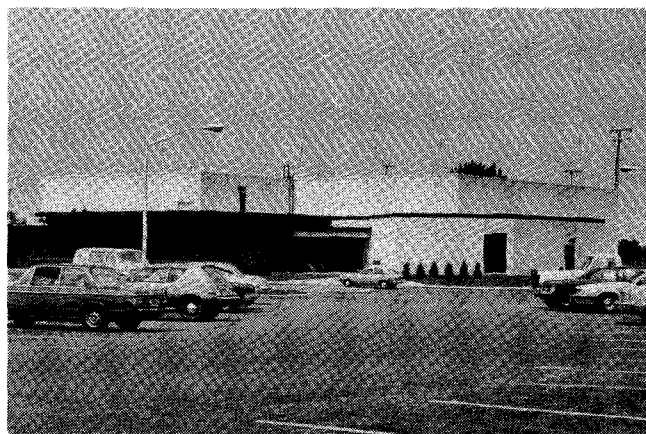
tions and capital equipment. The employees, in turn, pay for all direct costs of the activities themselves. Most activity budgets are submitted based on the assumption that the activity will pay for itself. Yet, some programs are not operated on a break-even basis; and so to compensate for this, some money is generated from discount programs and ticket sales. Xerox employees contributed nearly \$500,000 to their employee services organization in 1981.

The cooperation, commitment and teamwork of management, staff, volunteers and participants has enabled Xerox to provide a diversified, comprehensive employee services and recreation program for its employees. Members of the Recreation and Fitness Services staff as well as contracted personnel, student interns and volunteers have contributed a great deal to making Xerox employee services among the best in the country.

The Xerox Corporation's strong commitment to wellness among its employees has acted as a positive force in the corporation's many years of success. And with the energy of Stephen Edgerton—athlete, manager and NESRA president—exploding within the Webster Program, Xerox's total employee services and recreation program has nowhere to go but up.



Xerox facilities make health management a preferred option for employees.



SERVICES & ACTIVITIES

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Free Clerical Services—Provided by NESRA for intra-membership communication.

Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NESRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

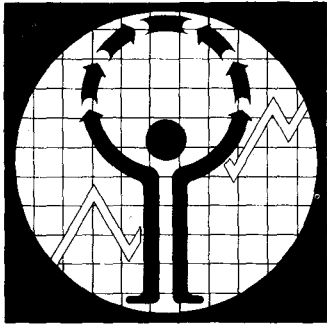
Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

Fitness/Health Bulletin



Richard M. Brown, CESRA
Texas Instruments, Inc.
NESRA Vice President
Fitness and Health



What does a good program cost? . . . and who should pay for it?

The underlying impetus for the rapid growth of employee fitness and health programs is, of course, the prospect of increased productivity and health care cost-containment. As a result, the decision to implement the program may often be based upon a cost-benefit analysis.

The calculation of potential savings in health care cost and reduced absenteeism will differ for each company. Such factors as age-group demographics, premium cost-sharing, the degree of self-insurance, average wage/salary levels and holiday and sick pay policies will affect the calculation.

The actual calculation of the cost of building a facility and operating a fitness program is, in contrast, relatively straight-forward. Any such estimate depends primarily on two factors: (1) whether the program will be run in-house or off-site and, (2) whether company personnel or outside consultants will be used.¹

Despite the building and staffing variables, two types of costs are in-

involved: the initial cost—of a facility and equipment, and ongoing or operating costs. The initial cost of an on-site fitness facility will, of course, depend on its size. This, in turn, may be determined entirely by the availability of space. Though different uses of space will demand different spatial needs in general, you should allow three to five square feet per active participant. This is based on a two to three times per week usage rate in a facility open ten to twelve hours a day. (This figure can be somewhat lower if usage is spread over a twelve to sixteen hour period.)

Although we would like employee participation to be higher, a 30% level of work force involvement is a reasonable goal. So, for a company of 5,000 employees, we might estimate the minimum spatial need for a complete fitness center at $5,000 \times .3 \times 3$ or 4,500 square feet of total space. The primary spatial consideration is for showers, locker room areas and some activity area.

The cost of renovating existing

space is now about \$35 per square foot in most areas of the United States. The cost for new construction, on the other hand, is about \$70 per square foot. Thus, for our hypothetical company, the initial cost of the space would range from \$157,500 to \$315,000 depending on the extent of construction. Added to this would be the cost of any special equipment, such as weight machines, exercise bikes, treadmills, saunas, whirlpools and fitness-testing equipment. For a 4,500 square foot fitness center, this may amount to another \$40,000.

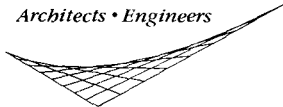
In the long run, ongoing operating costs become much more significant than the initial cost of the facility. Operating costs are more directly related to participation because they involve a greater percentage of the work force, and therefore, increase proportionally.

The most significant expenses incurred in operating a fitness facility are salary and benefit expenses for

(continued on page 34)

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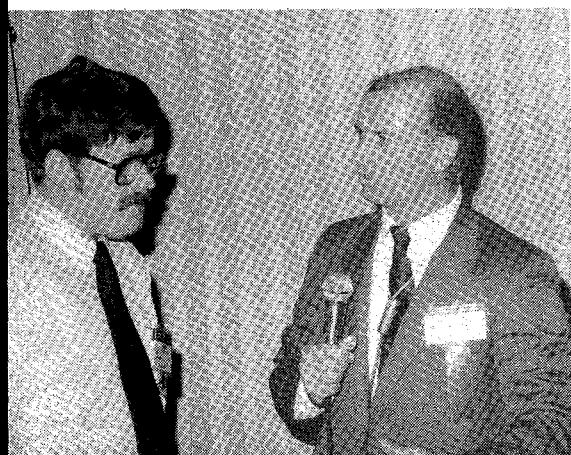
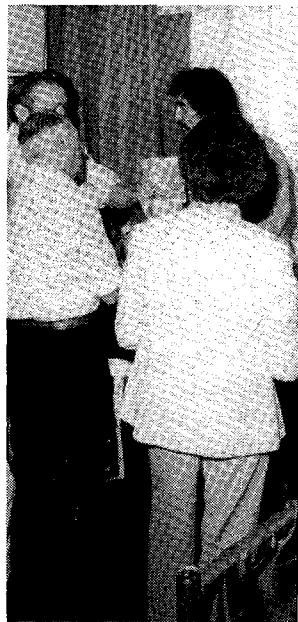
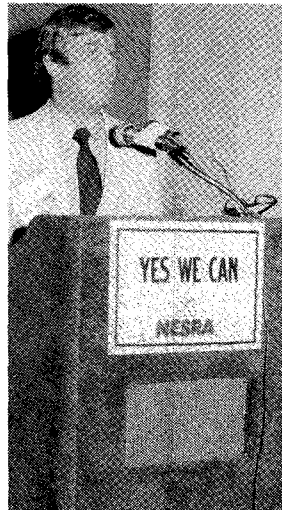
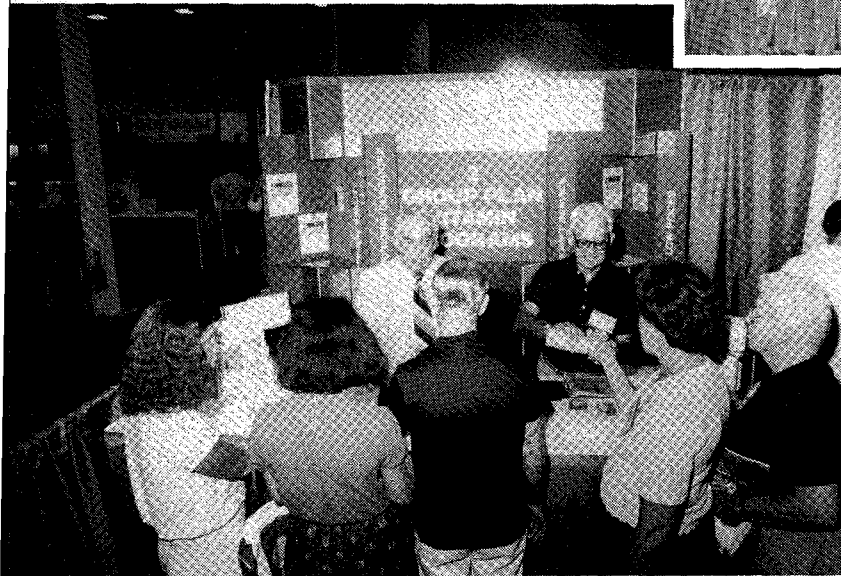
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A spectacular exhibit hall, dynamic speakers, educational sessions, exciting door prizes, five-star entertainment and an exhilarating fun run—NESRA's 41st Annual Conference and Exhibit had it all.

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EXPANDED

"The Challenges of Expanding Horizons" has become more than a phrase coined as the title for NESRA's 41st Annual Conference and Exhibit. It has evolved into a commitment, a symbol of the goals of NESRA and its members.

In order to meet the challenges of this modern society, NESRA recognized the need to expand its horizons. So, quite simply, it did. The Conference and Exhibit in Orlando drew a record number of first time participants. This challenge of growth through membership, when met, resulted in broader horizons for NESRA.

That same event enabled individual conference participants to meet their own challenges of expanding horizons; specifically, the challenge to grow as professionals through knowledge and experience. Somehow, even before May 13-16, Conference and Exhibit Chairman Alan Benedeck knew NESRA's annual event would accomplish its objectives—that it would allow NESRA and its members to meet the challenges posed before them.

In his introductory letter in the conference program, Benedeck wrote

**This conference
did more than
encourage people to
learn—it demanded
it.**

By Kimberly A. Thomas

to conference participants:

"This year's program offers a variety of stimulating educational topics along with many exhibits and suppliers that will introduce you to new ideas and approaches. . . . Make it your goal to broaden your background in employee services and recreation, gain new skills and polish old ones—all of which will add to your professionalism and to your program's development. . . ."

Judging from the post-conference feedback gathered from delegates, exhibitors, spouses and students, Benedeck and the conference committee certainly did their jobs. From May 13-16 at the Orlando Hyatt, hungry conventioners satisfied their palates with a truly delectable and eclectic program. Topical seminars and ed-

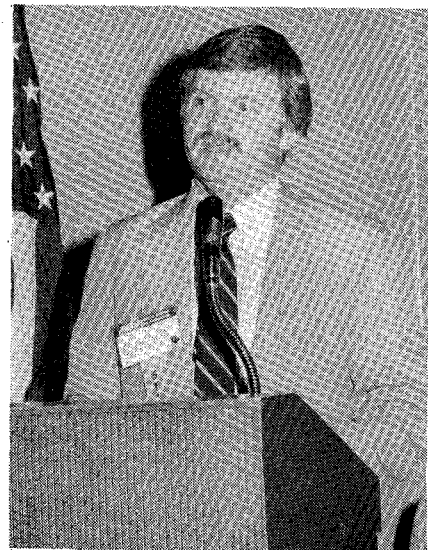
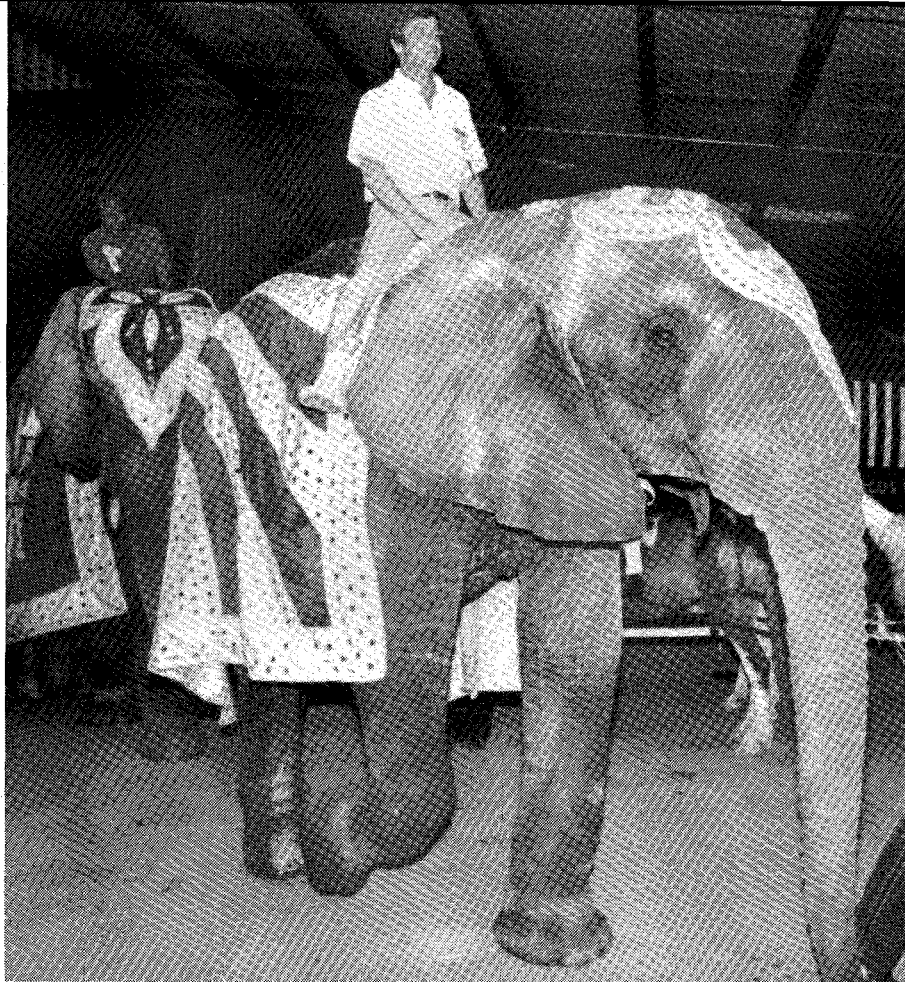
ucational sessions, festive social events and an exhibit hall filled with programming ideas blended to form an atmosphere quite conducive to learning.

Registration for NESRA Conference and Exhibit participants began on Thursday, May 13. Following a morning Board of Directors meeting were three concurrent afternoon sessions designed to orient and welcome all in attendance. NESRA Executive Director Patrick Stinson and then-President Kenneth Wattenberger, CESRA, presented a session for first timers and new members aimed at familiarizing them to NESRA and the Conference and Exhibit. At the same time, Hellen Kelly, Orlando Naval Training Center, hosted the spouses' welcoming tea, while Conference Chairman Alan Benedeck conducted a special orientation for session speakers, chairmen and vice chairmen.

"YES WE CAN!" shouted an inspirational Harry Cordellos at the first general session on Thursday. The 44-

(continued on following page)

HORIZONS



(Top left) 1982 Conference Chairman Alan Benedeck opted for a circus style greeting to conventioners, while (above) Patrick Stinson preferred a more formal approach. (Bottom left) The Strategy Exchange and (below) the general session, "Yes We Can!" ranked among conference favorites.

(Opposite page) NESRA's leaders, Ken Wattenberger and Stephen Edgerton, celebrate their presidency.



Expanded Horizons

(continued from previous page)

year old blind athlete and world marathon champion for the blind professed, "I can't find enough time to do all that I want."

It never seemed to matter to Harry Cordellos that he was blind. In a slide presentation, he showed that his lack of sight could not stop him from achieving impressive accomplishments in the field of recreation.

Leaving Cordellos' session motivated, conventioners then flocked

to the exhibit hall grand opening. 92 booths displaying a vast array of products and services called out to interested passers-by.

Later that evening, Circus World beckoned the attendance of the young and young-at-heart. Alan Benedeck and Frank DeLuca, CESRA and region I director, greeted conventioners atop elephants. The audience was also treated to a "Circus Spectacular," featuring an aerialist team and performing elephants, and the musical revue "All Aboard," featuring songs that musically spanned Americana. Members of the NESRA audience took center ring status as

newly-recruited jugglers and trapeze artists in the final event at Circus World, "Be A Star."

Early risers of the conference met at the tennis courts at 7:00 a.m. for an exercise session on Friday. After working up an appetite, NESRA members attended the regional breakfasts to satisfy their hunger, review the new election procedures and cover chapter business. Meanwhile, spouses were treated to another cup of hospitality by Hellen Kelly.

Immediately following the regional breakfasts, concurrent sessions were offered to delegates and other conference attendees. Bob

Schenk, Corporate Manager of Employee Assistance Programs at Owens-Corning Fiberglas addressed the subject of Employee Assistance Programs and offered sound advice on their role in dealing with employee drug and alcohol problems, as well as providing personal financial counseling and family counseling. The pros and cons of employee associations, the legalities and the mechanics for development were presented by Phyllis Smith, CESRA, Hughes Fullerton Employees Association. Ralph Barr, Principal Development Engineer for Honeywell Avionics South demonstrated the benefits of utilizing computers for em-

cussion in such areas as budgeting, company stores, fitness facilities and pre-retirement planning.

For the exchange, all participants were placed in one of two groups. Initially, the first group was responsible for sharing information while the second was free to move about, ask questions and make contacts. After approximately 45 minutes, the groups reversed roles, which enabled the first group to gather information in their areas of interest.

According to Executive Director

and soon after landed at Disneyworld. Spouses explored the Magic Kingdom until early evening.

A traditional event of the 1982 Conference and Exhibit, the Management Luncheon, was scheduled on Friday and featured the 1982 NESRA Award Winners. (See page 25 for a complete list of winners.)

At that time, NESRA Honored Lewis W. Lehr, Chairman of the Board and Chief Executive Officer of 3M by naming him 1982 Employer of the Year. Lehr personally accepted the award given for his outstanding support of employee services, recreation and fitness programs. (Lehr's acceptance speech appears on page 23.)



Conference attendees persisted with the busy agenda and quite appropriately settled down for the general session, "Coping With Life on the Run" in the afternoon.

"Fitness is winning," emphasized Dr. George Sheehan, a member of the Department of Electrocardiography and Stress Testing at Riverview Hospital in Redbank, New Jersey. "And what we need today is winning corporations."

Throughout the session, Dr. Sheehan stressed the need for fitness programs and recreational activities which complement each other so as to improve the individuals' lifestyle and company morale.

Following Dr. Sheehan's presentation were two sets of concurrent sessions: "Communication Techniques—Reach Out and Sell Some-

ployee activity programs and provided information on how they could be programmed into an existing system. Also at that time, Peter DeFranco, CESRA, Xerox Center for Training and Management Development, conducted the "Student Session—Making that Giant Step."

A Strategy Exchange, one of the highlights of this year's conference drew a capacity crowd at mid-morning. Entitled, "Strategy Exchange—Make Room in your Mind for the Things of Tomorrow," the program aimed at two objectives: (1) enabling participants who shared common goals and concerns to meet one another; and (2) facilitating meetings that matched people with questions with people with answers. Conference Chairman Alan Benedeck moderated the session and facilitated dis-

Patrick Stinson, "The Strategy Exchange seemed to be a helpful tool which offered a good variety of subjects for discussion. I think it really met the needs of our delegates who've expressed a desire to exchange ideas on an informal basis in the past. It was the first year we ever conducted anything like this and from the favorable responses we've received, I'm sure NESRA members will see the exchange continued next year."

While NESRA members explored the world of employee services and recreation with the Strategy Exchange, spouses in attendance embarked on a different sort of expedition. Buses launched at 11:00 a.m.

(continued on page 24)

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☐ **Motorola's Recreation Manual**

A comprehensive 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on- and off-site employee activities. \$35 for NESRA members; \$40 for non-members. Orders of 15 or more—30% discount.

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☐ **Principles of Association Management**

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Reaching Out

NESRA's San Diego chapter plans on clinching first place in the NESRA Chapter Membership Contest. So does the Minnesota chapter. And Chicago. And Toledo. And Seattle. And Massachusetts. And Denver. And Dallas/Fort Worth . . .

In the friendly competition designed to enhance membership recruiting at the local level and add *esprit de corps* among chapters, only two chapters can officially win. But no losers will be found among the competing chapters, for all participating chapters will gain by increasing their present membership and fostering enthusiasm among members.

"There's a lot of pride in each chapter and I'm sure the competition will be keen in this contest," remarked Ralph Ferrara, NESRA Vice President of Membership. "In order to enable chapters—large and small—to have a chance of winning, we've provided two awards. One chapter will be recognized for obtaining the greatest number of new members; the other will receive an award for the greatest percentage increase in chapter membership."

The NESRA Chapter Membership Contest runs through February 28, 1983 and is retroactive to June of 1982. Organizational memberships only will be counted in the final tally. The victors will receive a banner sporting their chapter logo, as well

as the NESRA logo.

"There's a friendly rivalry that already exists between the chapters," noted Ferrara, "and this contest will, no doubt, bring it out. I'm sure the contest will generate enthusiasm in the chapters and bring local and national attention to NESRA."


Chapter enthusiasm has already surfaced; members are determined to upstage those "rivals." The San Diego Industrial Recreation Council, for instance, has "challenged the world" in their membership drive.

"We'll do the best in this contest," boasted Jim McKeon, Cubic Defense Systems, and Chairman of the membership drive, "or we'll cart the winners around the conference center in a wheelbarrow. A weekend for two at Catalina Island is promised to our member who recruits the most new members."

Similarly, the Minnesota Employee Recreation and Services Council is plotting their strategies to capture first place in the contest. They are working closely with associate members, who have donated prizes as incentives to encourage the enlistment of new members.

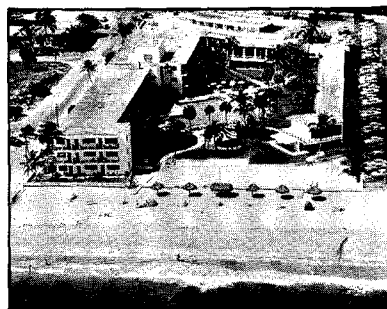
"Any of our members who obtain three or more organizational members are eligible to win prizes such as get-away weekend packages and cameras," said Jayne Epperson, Sperry Univac. "We've also coordinated a mass mailing which should attract

additional interest."

"The membership contest should generate some 500 new chapter members if the competition angle proves a catalyst," explained Ferrara. "I plan to see not only new but renewed chapter interest by '83." 

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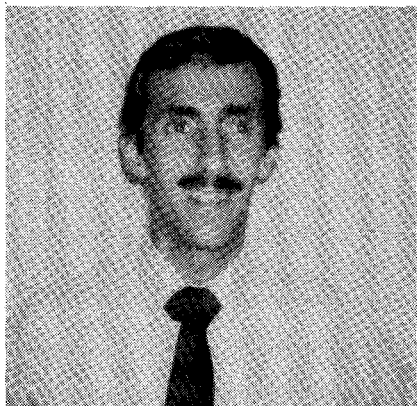
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Our Own Private Beach



Providing Leisure Services for the Handicapped Employee

by Robert M. Beland Ph.D.



Robert M. Beland, Ph.D. is an assistant professor, teaching courses in recreation and therapeutic recreation at the University of Florida. Dr. Beland holds a master's degree in community recreation from Columbia University and a doctorate in therapeutic recreation from the University of Maryland.

Since World War II, America has built up a slow but steady pace in creating employment opportunities for the handicapped. Today, a profession which is concerned with the leisure and recreational needs of all employees in the workplace, must examine its programming policies to ensure that they meet the needs of handicapped employees.

Managers should not be quick to think that their companies do not have any handicapped employees on the payroll. Many employees have "invisible" handicaps, or at least impairments which may effect their willingness to participate in the activities which are offered.

The diabetic will not rush to the ice cream social unless a substitute food or drink is provided. The employee who has had his colon re-

moved, and now wears an appliance under his clothes may not be sure whether he can play touch football on Fridays with the other employees like he used to. Yet, after a brief consultation with a medical specialist, the manager may find out that colostomates may enjoy the same activities as they did before their operation. The blind person might still be interested in "seeing" a motion picture, and the deaf person could still enjoy a musical event.

The employee service and recreation manager who wishes to improve the scope of the program by ensuring that handicapped employees feel they have the same opportunities as the rest of the work force, really does not have to do much.

The first thing to remember is to not be afraid to ask an individual if they need assistance or some special accommodation. A simple step to take requires the manager to post bulletins to employees in order to solicit feedback regarding special assistance for participation. Managers themselves can seek informational assistance from local branches of organizations such as the Muscular Dystrophy Association, Division of Blind Services, Division of Vocational Rehabilitation, Epilepsy Foundation and the American Cancer Society, to name a few. Therapeutic recreation specialists from local hospitals, clinics, universities, institutions or community recreation departments not only are excellent resource people, but also can provide opportunities for expanding the services which the company offers.

The handicapped are moving from backrooms to boardrooms.

President's Committee on
Employment of the Handicapped
Washington, D.C. 20210

In programming for all employees, it is especially important that activities remain as integrated as possible, just as the actual work situation is integrated. Integrated recreation activities will provide an additional medium for co-workers to see more of each others' "capabilities" rather than "disabilities". Successful programs of this type should also enhance the company image, boost employee morale and, in some cases, improve fitness levels for all the workers.

One particular factor which affects programming is physical accessibility. Unfortunately, most people today think that only people who use wheelchairs must be concerned with this problem. Physical accessibility is also a concern of those who use crutches or wear braces or artificial legs. Design features should also include considerations for the blind or those with impaired vision. Likewise, the deaf and elderly with certain medical problems should also be considered.

An attentive manager should be concerned not only with the accessibility of the workplace and activity rooms, but also restrooms, water fountains and entrances and exits. In

(continued on page 31)

IDEAS CLINIC



by
Melvin C. Byers, CESRA
NESRA Consultant

Q As a member of NESRA and also a local chapter, I read and hear about larger companies which offer many employee services and recreational activities. How can we who have fewer employees provide so many activities and programs?

A NESRA member companies may find the answer in mutual programming. Both large and small businesses and industries can establish mutual employee benefit programs which enable the smaller companies to offer more comprehensive programs to their employees. Employee services and recreation directors who offer activities and services that do not attract sufficient participation may find the same situation evident in other companies. Occasionally, new programs which have possibilities of growth are either discontinued or not offered because of initial low interest. This does not indicate, however, that interest can never be cultivated. Rather, weak leadership, poor promotion, lack of staff, volunteers or insufficient communication may be reasons for anticipated loss of interest.


Within your chapter membership, other companies may wish to share a program with you. For example, if you have only ten people interested in a ski trip, you may wish to host a combined event with another company which has ten interested participants. To avoid administrative problems, one of the companies should act as the coordinating unit, billing the other company for half of the costs incurred. A multi-unit agreement should be drawn up when the event or service is offered. Once participation increases enough to justify a single in-house program, it is best to dissolve the cooperative arrangement and operate each company program independently. Multi-unit involvements are not recommended over long periods of time, for the basic objective is to work toward establishing singular company benefits, and crediting and building an in-house fellowship and direction.

When the employees are permitted to include families and guests in company programs, more growth and interest will surface. From my observation of multi-unit

arrangements, I have found they work best as temporary operations, limited to promoting new activities and services. There have been companies which joined with others to offer combined facilities and form a community effort; however, the employee associations risked losing the objectives for which the benefits were established. Eventually, this arrangement disintegrated or the facility became a separate organization, a commercial or community entity rather than a related employee association.

Because the employee services and recreation operation covers a vast and varied range of activities and projects and maintains a close relationship with management, perseverance should prevail. Both large and small companies should strive for a close corporate relationship. This familial bond is the basic fundamental of improved employee relations. As you endeavor to provide as many and as much employee services as possible on an individual company basis, resort to outside involvements on a very restrictive, individualistic policy.

There is an abundance of services and programs any institution, business or industry, regardless of its size, can offer. The scope is practically unlimited. Do the many things you can do within your own organization first. Seek advice from your chapter or NESRA regarding such activities and programs that are possible for your employee benefits under your jurisdiction for your exclusive credits. Joining NESRA, or one of its chapters, is a way to learn how to develop such endeavors. It should be considered a mode of assistance to management in providing benefits to their own people through only *their* efforts and *their* image.

This, however, does not rule out recreational activities which involve competitive league involvements. Remember, though, your task is to serve the greatest number of employees and spread the expenditures involved over the entire membership as fairly and equally as possible. By reaching a large share of your company's employees, whether they number 1,000 or 100,000, you have firmly planted the seeds for your employee services and recreation program—a program with a growth potential that is virtually unlimited. 

(pē'pəl)

Their emphasis is on people

I am most pleased to accept on 3M's behalf this Employer of the Year award from the National Employee Services and Recreation Association. This honor is very much appreciated.

But to be realistic, I know that employee services and recreation programs at 3M are not a great deal different from what many other fine companies offer. No doubt many of you at this meeting could describe outstanding programs in your own organizations. Your current issue of *Employee Services Management* magazine, however, tells why 3M was picked as Employer of the Year. It

tells about a formal employee recreation program that dates back to 1934, when 3M had only a thousand employees. I was still in grade school at that time, so all I can do is pay tribute to my predecessors, who had such foresight.

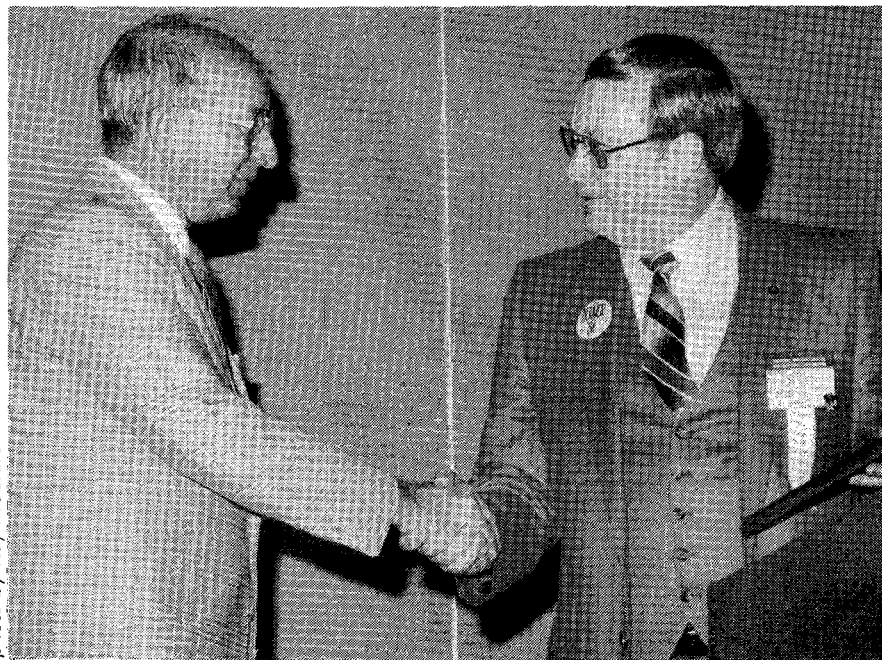
Today, our company has many thousands of employees. They are actually the ones who deserve credit for the success of 3M's programs. Certainly, management can provide a climate of concern and encouragement, and perhaps channel some resources. But employee initiative is what makes a program work. That is

certainly true at 3M.

We are fortunate to have a lengthy heritage of interest in and concern for employees. The kind of early thinking that typifies the family-style employee relationships at 3M was displayed back in 1932. In those days, there was no Social Security system. But our management made news by instituting unemployment benefit programs for any who might have lost their jobs during the Great Depression. That program and countless others since then are viewed quite simply as good business and good citizenship.

A professor of organizational behavior, William Ouchi, made the best seller lists this past year with a book you may have read or heard about. His book is about "Theory Z," a blend of American and Japanese business styles. The Type "Z" organization he describes is a company which offers, among other things, long-term employment and a wholistic concern for employees and their families. It is a company with low turnover, high morale and strong employee identification with the company.

When Professor Ouchi was forming his theory about five years ago, he published an article identifying a few very successful companies which he felt showed Type "Z" characteristics. The "Z" theory is based, you



NESRA President congratulates Lewis Lehr, a man who believes in his employees.

(continued on page 32)

Expanded Horizons

(continued from page 17)

one," conducted by William Boone, Corporate Relations Director for Allstate Insurance Company and "Beginning Fitness Programming—Starting Out on the Right Foot," presented by Richard Brown, CESRA, Texins Association; and the second set, "Communication Techniques, Part II," and "Chapter Development—What's In It For You?" delivered by Ralph Ferrara, CESRA, General Mills Irene Heavey, CESRA, Sperry Univac Federal Systems and Leroy Hollins, CESRA, Martin Marietta Aerospace.

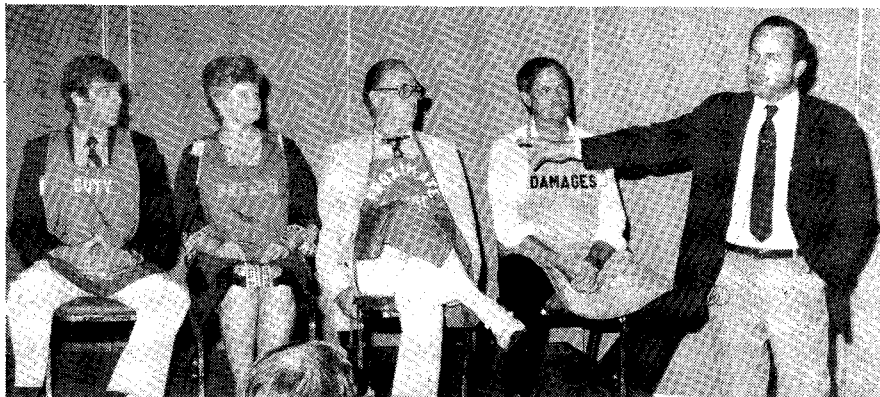
Helpful services and handy products attracted conference participants once again to the exhibit hall. The wine and cheese party at 5:00 p.m. in the hall closed the day's activities after which conference attendees spent a night on the town.

A Fun Run awoke the conference athletes on Saturday. The forty runners then joined other conference participants in a race to the exhibit hall at 8:30 a.m. for a continental breakfast.

Following the breakfast was the general session, "Stress and the American Work Ethic," delivered by Dr. Arthur L. Anderson, Chairman of the Sociology Department at Fairfield University in Fairfield, Connecticut.

"... We've got to begin in this society to learn to deal with the challenge of leisure. We've got to begin to learn how to define our humanity ... apart from just the job," he warned. In his discussion, Dr. Anderson emphasized the tremendous impact of job-related stress upon individuals and companies today.

Later that morning, NESRA members attended the CESRA/CESRL luncheon and NIRREF Annual Meeting. Marsha Culley, The Boeing Company, and Leroy Hollins, Martin Marietta Aerospace received professional recognition as CESRA's, while Dominic Bucca, Jamesbury Corporation, and Erdeen Harper, Nationwide Insurance Company, were awarded CESRL titles. At the NIRREF



Dr. Tony Marshall, Florida International University, called audience members on stage to personify elements in "Practicing Reasonable Care in Your Programs."

annual meeting, Art Conrad was elected chairman of the NIRREF foundation.

The spouses, on the other hand, conducted a different type of business on a shopping tour at Lake Buena Vista.

Reconvening after a lunch break, conference attendees then learned the art of "Practicing Reasonable Care in Your Programs" as instructed by Dr. Tony Marshall, Associate Dean of the Hospitality Management School at Florida International University. Dr. Marshall explained the need for taking precautions in planning and thereby eliminating risks before they become serious problems.

Saturday's agenda continued with the NESRA annual meeting and final re-opening of the exhibit hall. After NESRA Board of Directors and delegates discussed pending business, they joined other conference participants at the exhibit hall to obtain a last look at the 1982 exhibitors.

The climax of the 1982 Conference and Exhibit's social activities, the Presidents' Ball, opened with a reception at 6:30 p.m. Attendees paid tribute to 1981-82 NESRA President Kenneth Wattenberger, CESRA, Lockheed Employee Recreation Club and 1982-83 NESRA president Stephen Edgerton, CESRA, Xerox Corporation.

Wattenberger thanked NESRA and its members for a memorable year marked with change, as NIRA became NESRA under his leadership. Edgerton then opened his first minutes of presidency by reminding all present the need for involvement and growth through membership. Dinner and dancing until midnight capped

Saturday's activities.

The final day of the conference held two concurrent sessions in the early morning for conference participants. Frank DeLuca, CESRA, Avco Lycoming, pointed out the benefits of community programs in his session, "Civic Programs—Coping With Those Other Responsibilities." Also at that time, Hector Luna, United Services Automobile Association (USSA) explained his highly successful company event, "Teamfest." Games, competition, fun and camaraderie were a part of USSA's total event package which earned a 1982 NESRA award.

"Beyond Fitness," a general session conducted by Dr. Donald Johnson, Vice President and Medical Director of Sentry Insurance, lured conference participants into Casselberry Hall to uncover the ingredients for a total "lifestyle" program. Among those necessary elements cited were health screening, nutrition, weight control and stress management. Winding up NESRA's 1982 Conference and exhibit was a final brunch and exhibitor's door prize drawings.

"A good conference stimulates, sparks and results in more productivity for those who attend," wrote Conference Chairman Alan Benedeck in the 1982 conference and exhibit program. "It is sharing, linking, building bridges, making contacts, closing gaps, coming together ... the immeasurable benefits that can't be achieved any other way."

And because of the work of Benedeck and his conference committee, the 1982 NESRA Conference and Exhibit did just that.

The Leading Edge

"The purpose of the Awards Program is to recognize and honor those NESRA member organizations and individuals who have demonstrated proficiency, enthusiasm and support of recreation and services programs for their employees during 1981," explained 1982 Awards Committee Chairman Leroy Hollins. "This program recognizes the most outstanding of these efforts."

Searching for excellence in programming, promotion and service were five experts from the field of employee services and recreation: Leroy Hollins, CESRA, Martin Marietta; Bob Crundstedt, Honeywell, Inc.; Helen Ecker-McCulloch, CESRA, Fermi National Laboratories; James McKeon, CESRA, Cubic Defense Systems; and Bernie Watts, CESRA, Goodyear Tire and Rubber Company. Those winners selected by the panel of judges gain international prestige for their organizations and corporate-wide recognition for their contributions to good employee relations and high productivity.

EMPLOYER OF THE YEAR

For outstanding executive support of employee recreation, fitness and services.

Lewis W. Lehr

Chairman of the Board and Chief Executive Officer
3M Company
St. Paul, Minnesota

DISTINGUISHED SERVICE AWARD

Al C. Ward

Owens-Corning Fiberglas
Toledo, Ohio

NESRA/EASTWOOD AWARDS

For excellence in overall employee programs

1,001 to 5,000 employees

Salt River Project/PERA Club

Phoenix, Arizona

5,001 to 10,000 employees

Dupont Savannah River Plant

Aiken, South Carolina

10,000+ employees

General Dynamics Recreation Association

Fort Worth, Texas

CERTIFICATE OF EXCELLENCE

For excellence in specific employee activities

Foreign Affairs Recreation Association

Washington, D.C.

1981 Bicentennial Program

Solar Turbines Incorporated

San Diego, California

Solar Chapel Program

Oneida Silversmith/C.A.C. Recreation Association

Sherrill, New York

Directors' Handbook

Salt River Project/PERA Club

Phoenix, Arizona

"PERA'S Wide World of Sports"

General Dynamics Recreation Association

Fort Worth, Texas

Ballroom Dance

PROMOTIONAL AWARDS

For outstanding publicity materials

BEST HANDBOOKS, BROCHURES, GUIDEBOOKS OR DIRECTORIES

First place

General Dynamics Recreation Association

Fort Worth, Texas

GDRA at Play

Second place

Salt River Project/PERA Club

Phoenix, Arizona

PERA Representative Handbook

Third place

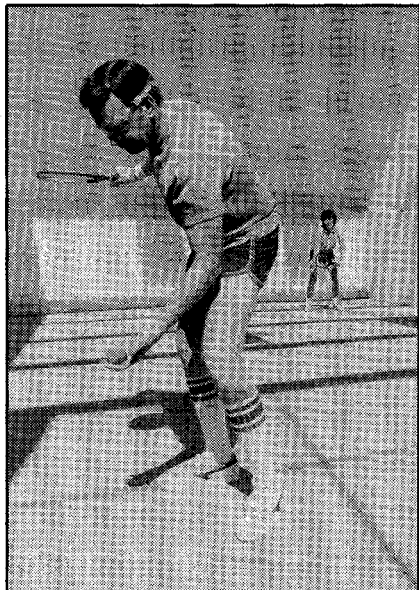
Control Data Corporation

Bloomington, Minnesota

Employee Recreation Brochure

(more winners on page 30)

people lacking one or more of these skills or those who could sharpen their vision skills. One such optometric screening of U.S. Olympic athletes found that 60 percent of them could sharpen their competitive performance by improving their vision skills.



There are two steps to sports eye safety, says the American Optometric Association. First, wear the right eye safety equipment. Second, play defensively. Racquetball players, for example, face the greatest risk from the racket and body of the opponent. To play defensively, they need to be visually aware of the opponent's position, as well as their own, at all times. To avoid eye injury from the ball, they should not look back as the opponent hits the ball. (PHOTO COURTESY OF THE AMERICAN OPTOMETRIC ASSOCIATION)

These screenings are no substitute for the thorough eye examination everyone should have annually to maintain good vision and eye health. They can, however, be an asset as part of an ongoing fitness and recreation program.

Glasses or contact lenses are sometimes needed but more often today optometrists prescribe or recommend vision training to improve or sharpen sports vision skills. A vision training program consists of prescribed visual tasks learned under controlled conditions and then practiced on a regular schedule.

Although some people may need individualized vision training in the optometrist's office, sports vision specialists can also suggest more general vision training procedures to use as part of a vision fitness program at physical fitness facilities.

No vision fitness program would be complete without an eye safety component. Every year, more than 8,000 people age 25 to 64 suffer sports-related eye injuries, most of which could have been prevented with proper protective eyewear.

Eye protection equipment varies by sport. It can range from industrial-strength impact-resistant sports goggles or guards that fit over eyeglasses for tennis and racquetball players. There are also sports eyeguards for persons who do not need a vision correction or wear contact lenses.

An optometrist can advise fitness and recreation managers about the type of eye safety equipment to have on hand and its proper use. He or she can also teach eye safety courses that cover not only protective equipment but how to play defensively for eye safety and what to do should an eye injury occur.

A vision fitness program that helps employees protect their eyes and

For more information . . .

. . . on the important role of vision in sports . . .

Send a self-addressed, stamped business-size envelope with your pamphlet request to the Communications Division, American Optometric Association, 243 North Lindbergh Boulevard, St. Louis, MO 63141.

Pamphlets available include:*

- "Gaining the Extra Edge in Sports Through Vision"
- "Vision Skills on the Racquetball Court"

*single copy requests only

maintain and sharpen their vision skills can pay off with better playing, more enjoyment and perhaps even better performance on the job.

For more information on vision fitness programs, contact the Sports Vision Section, American Optometric Association, 243 N. Lindbergh Blvd., St. Louis, MO 63141.



This vision training exercise can be used at home or in a physical fitness center to help sharpen eye-hand-foot-body coordination, optometrists say. Put three stripes of different colored tape on a rolling pin—one in the center and one at each end. Repeat the same pattern on a wall. Now put a string through an old tennis ball and suspend it from the ceiling at eye level and about two feet away from the wall. Practice hitting the ball with the center stripe on the rolling pin, aiming the ball to strike the center tape on the wall, then the right-side-pin to right-side-wall, left-to-left and so on. Five to 10 minutes practice a day will help. (PHOTO COURTESY OF THE AMERICAN OPTOMETRIC ASSOCIATION)

NEWS IN BRIEF

Key Government Officials Share Concerns With Recreation Leaders at ARC Forum

An extraordinary assemblage of influential government and recreation industry leaders met in Washington earlier this summer to share ideas and concerns about the future of recreation in America.

The occasion was the American Recreation Coalition's (ARC) First Recreation Industry Forum, attended by a select group of 65 key recreation officials.

Secretary of the Interior James Watt, House Majority Whip Tom Foley (D-Wash.), U.S. Congressional Travel & Tourism Caucus Chairman James Santini (D-Nev.) and Senator James McClure (R-Idaho), chairman of the Senate Committee on Energy and Natural Resources, highlighted a list of 14 government and industry leaders who addressed the assembly on key recreation issues of the day.

Secretary Watt underscored a theme that was most popular throughout the two-day forum when he called for the building of "new partnerships and new coalitions" between government and private industry "if we're to meet America's future recreation needs."

"The quickest way to kill further recreation development in this country is to have the government do it," Watt said. "We need private development. We need the private sector involvement in all of our federal lands."

Referring specifically to the deteriorating National Park System, Watt said there must be a basic change in the way the parks are managed if they are to be available for future generations.

"If you care about the parks, you must want this change," he said.

That change, he said, includes turning over management of some aspects of the parks, such as campgrounds and concession stands, to

private companies who are more skilled at operating businesses.

"We need your involvement. We need your help," Watt told the industry leaders.

Midweek Holidays: The Price is High

Every midweek holiday costs \$13.2 billion in lost production, according to management consultant Wallace Barlow. "Production for the entire week falls 40%, sales fall 30% and absenteeism rises 15%," he says. In addition, holidays at the beginning or end of a week result in productivity drops of about 17%, according to *Associate Trends* newsweekly magazine.

AR&FA Runner's Referral Now Open to All Runners

Looking for a running partner? The American Running and Fitness Association may be able to match you with another runner in your area through its Runner's Referral Service. Formerly open only to members, runners of all ages and levels of ability are now eligible to participate.

"Running with a partner helps motivate beginners as well as long-time runners, provides variety, and it's fun!" said Liz Elliott, AR&FA executive director. "Yet it's not always easy to find someone who runs the same distance at your pace. That's why AR&FA began its Runner's Referral."

"This service has been available to AR&FA members for a year now. It's been so popular we decided to open it to the public," Elliott added.

Depending on when and where you run, your pace, and your distance, AR&FA's Runner's Referral will try to match you with another runner. Participants complete an information form and return it to AR&FA. Runners are matched when two participants from the same area have comparable running data.

The American Running and Fitness Association is a non-profit educational organization dedicated to enhancing the physical and mental well-being of people through the promotion of running and other aerobic activity. The Runner's Referral Service is one of AR&FA's many programs to inform and motivate people to make running and other exercise a daily part of their lives.

For information about AR&FA's Runner's Referral, the Association, or any of its other programs, write: American Running and Fitness Association, 2420 K Street, NW, Washington, DC 20037 or call (202) 965-3430.

Ear Infections Play No Favorites

Among the facilities provided to employees, there is one most employees will probably use at one time or another: the company swimming pool. The pool can be used for a wide spectrum of activities—com-

(continued on page 35)

It's Your Life. Run It!



On Running & Fitness Day.

For more information about events in your area, write or call the American Running & Fitness Assoc., 2420 K St., N.W., Washington, D.C. 20037, (202) 965-3430.

**Running & Fitness Day,
October 9, 1982**

TOURNAMENT NEWS

by Leroy Hollins, CESRA
Martin Marietta Aerospace
NESRA Vice President,
Member Services

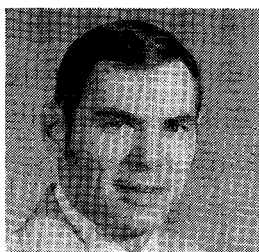


A Salute to NESRA's Stars

Tournaments don't just happen. They need dedicated and enthusiastic individuals to carry them off.

Throughout my term as Vice President for Tournaments and Services, I have worked with many indispensable people. In particular, each of the coordinators of NESRA's major tournaments—Dale Hails, John Grubar, Jack Rinaldo and George Stark as well as NESRA Marketing Director, Michael Brown, have exemplified professionalism in making the tournaments happen.

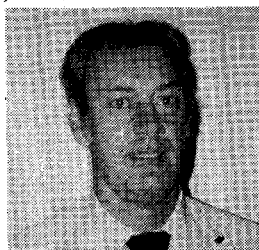
Most NESRA members and *ESM* readers can only judge these men by the work they have done—which, quite honestly, is excellent. But, the tournaments are more than bowling results and prize-winning photos. They are months of planning, promoting and overall administering by people who really care. Tournament coordinators, I salute you!



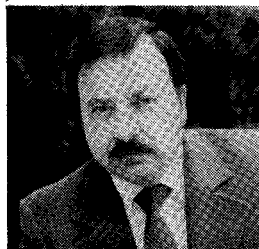
Dale Hails



John Grubar



Jack Rinaldo



George Stark

Dale Hails, Manager of Employee Recreation, DOFASCO, Inc., Hamilton, Ontario, Canada. A 21-year veteran of DOFASCO, Inc., Hails has served as NESRA Fishing Tournament Coordinator for two years and Region VII Director for two terms. His outstanding employee services and recreation program has won his company an Employer of the Year Award and Helms Award from NESRA. Hails is also a member of the Hamilton District Chamber of Commerce, Canadian Club and local golf club.

John Grubar, Director of Competitions Division, National Rifle Association, Washington, D.C. NESRA's long-time coordinator of the Annual Rifle/Pistol Matches is currently the director of the NRA's Competitions Division. An accomplished competitive shooter, Grubar has held membership in the following organizations: the Berwyn Recreation Committee, U.S. Aggies Rifle and Pistol Club, National Employee

Services and Recreation Association, U.S. Naval Institute and the National Press Club.

Jack Rinaldo, CESRL, Activities Director for the Atwood Employees Association, Atwood Vacuum Machine Company, Rockford, Illinois. Rinaldo was instrumental in establishing NESRA's Rockford chapter and has coordinated the National Bowling Tournament for three years. He served as President of the Rockford Industrial Athletic Association for ten years and currently is a member of its Board of Directors. An avid sports enthusiast, Rinaldo regularly enjoys tennis, volleyball, golf and bowling.

George Stark, Manager, Retrofit, McDonnell-Douglas Corporation, St. Louis Missouri. A NESRA member for six years and five-year chairman of the NESRA Photo Contest, Stark has also served as President and member of the Board of Directors for the McDonnell Recreation Association.



NESRA NEWS

NIRREF Driving Hard Under Conrad's Direction

Recently elected NIRREF chairman, Art Conrad, requested the cooperation of the NESRA Board of Directors, as well as other NESRA members in the foundation's latest drive to gain funds for further research in the field of employee services and recreation at the annual meeting in Orlando last May. Since that time, the research foundation has received numerous donations supporting the study of new ideas and trends in employee services and recreation programming.

In addition to actively seeking donations, Conrad and the NIRREF committee are asking NESRA members to send information on contribution guidelines from their company or other familiar foundations. Members can direct their information to NIRREF's attention, NESRA Headquarters, 20 North Wacker Drive, Chicago, Illinois, 60606.

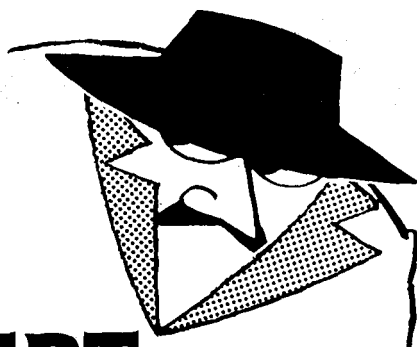
Exhibit, Directory set TIRES' Wheels Spinning

More than 125 companies representatives to the Toledo Industrial Recreation and Employee Services Council (TIRES) attended the Annual Associate Members Exhibit Day on June 29. Thirty-nine exhibitors, all TIRES members, took part in the four-hour exhibit and luncheon.

TIRES released its 1982-83 directory to all of its members in July. Included in the directory, edited by Laurel Montgomery, Libbey-Owens-Ford Company and Robert Miller, Whirlpool Corporation, are more than 25 pages of useful information for company representatives, including a national NESRA associate membership listing.

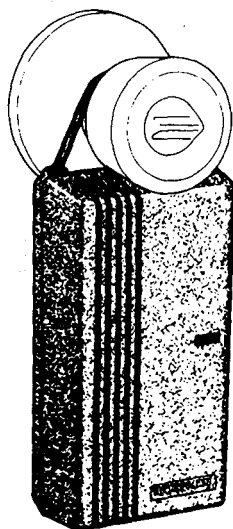


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Keep the thieves and rapists out of your home! Protect yourself and your loved ones with DOOR-ALERT. Simply slip DOOR-ALERT over the inside door knob. If anyone touches the door with his hand, with a key, or with a tool, DOOR-ALERT will let out a piercing alarm and send the intruder on his way. And then it turns off automatically so that it won't keep alarming the neighbors.

DOOR-ALERT has a 3-second built-in delay.

This has two purposes:

1. So the alarm won't sound if someone just casually touches the door, and
2. To give you time to deactivate the alarm.

Keep DOOR-ALERT on the inside of your front door both while you are at home and while you are away. Nobody will be able to enter your home. And, of course, it is something you should have with you on your travels. DOOR-ALERT is beautifully styled. It measures 4½ x 2 x 1 and takes up almost no room. It works on one 9-volt cell (not included). It costs just \$19.50. (you get two for \$34.50) plus \$2.00 postage and handling — a great investment for PEACE OF MIND.

GUARANTEE: Satisfaction is completely guaranteed! Use DOOR-ALERT for 15 days. Not pleased? You owe nothing — not even an explanation. Just return for complete, prompt refund. You have everything to gain, and nothing to lose. In fact you'll wonder how you ever got along without DOOR-ALERT.

Yes! DOOR-ALERT is for me. Please send me _____ units at only \$19.50 each, plus \$2.00 postage and handling (California residents please add 6% sales tax).
Total \$ _____ enclosed.

NAME _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

SEND TO: DOOR-ALERT

6333 Woodman Avenue
Van Nuys, CA 91401



Wellness at Work: A Report on Health and Fitness Programs for Employees of Business and Industry

by Robert M. Cunningham

(Blue Cross & Blue Shield Associations, Chicago, Ill., 136 pages, \$7.95)

With physical fitness becoming a national obsession, a growing number of companies are investing millions of dollars in "wellness" programs for their employees. One major reason: soaring health care costs and diminishing worker productivity due to illness, absence and accidents. This book offers the first in-depth report on this significant new trend, and provides a blueprint for setting up similar employee programs. There already is some evidence to show that these programs are paying off in reduced employee benefit costs and absenteeism and in improved productivity and morale. The book cites examples of these results and reports how companies are designing data systems that will track explicit outcomes over time and permit accurate cost-benefit measurements.

Improving Productivity and Profits

by David Bain

(McGraw-Hill, 308 pages, \$19.95)

Emphasizing specific supervisory techniques that produce positive results, *The Productivity Prescription* by David Bain focuses on the steps managers can take in any organization to increase productivity within their areas of responsibility.

Subtitled *The Manager's Guide to Improving Productivity and Profits*, this authoritative guide provides managers at all levels with effective guidelines to measure productivity, analyze productivity problems and devise low-cost solutions. Thoroughly practical in approach, it enables managers to gain a competitive edge by improving quality, service, and profitability—without capital investment.

Full coverage is devoted to the factors that limit productivity growth, theories of employee motivation, conducting a productivity audit and evaluating the results, developing meaningful measurements of productivity, and setting goals throughout the organization. Also examined in depth are such topics as assessing the quality effort, improving quality through active employee participation, and setting high standards for maximum results.



NESRA AWARD WINNERS

(continued from page 25)

BEST PUBLICITY FOR AN INDIVIDUAL ACTIVITY OR EVENT

- | | |
|---------------------|--|
| First place | Salt River Project/PERA Club
Phoenix, Arizona
30th Christmas/Birthday Party |
| Second place | Grumman Aerospace Corporation
Bethpage, New York
Travel Itinerary |
| Third place | United Services Automobile Association
San Antonio, Texas
TEAMFEST T-Shirt |

OUTSTANDING PRINTED PROMOTIONAL PIECE

(annual reports, newsletters, unique promotions)

Hermann Hospital
Houston, Texas
Activities Page, *Hermann News*

New York Times
New York, New York
Time Out

Great Lakers Athletic Association
Thunder Bay, Ontario
Annual Report

Western-Southern Life
Cincinnati, Ohio
Golf Classic

New England Life/501 Association
Boston, Massachusetts
Guys & Dolls Program

Texins Association
Dallas, Texas
Free Times Newsletter, Oct.—Nov., 1981

OUTSTANDING NON-PRINTED PROGRAM PROMOTION

(audio-visual presentations, etc.)

General Mills
Video Presentation on General Mills Employee Recreation Association

Salt River Project/PERA Club
Video Presentation for the Halloween Party

Georgia Lockheed Employee Recreation Club
Video Presentation of GLERC

HANDICAPPED EMPLOYEES

(continued from page 21)

addition, accessibility considerations must be made for field trips, whether that means picnics, movies or musical events and for overnight, interstate and international tours or other travel plans for the employees.

What exactly should a manager know about accessibility to effectively plan for all these events? First, managers should personally know their handicapped employees and their particular situations. Wheelchairs, for example, vary in size; thus, narrow passages may pose a problem. In most cases, however, a width of 32 inches for doorways is sufficient. A person who wears an artificial leg may not be able to wear the device when it rains and then must turn to crutches. In addition, many older people are incapacitated by glare. Because of all of these potential problems, managers should systematically discover and record what each of their employees needs to function comfortably in their environment.

Another detail managers should undertake is an assessment of the workplace environment. The manager should examine the width of doors, angles and surface of ramps, doorknobs, and whether doors turn in or out.

In fact, a manager attune to the situation of handicapped employees should ask many questions: Are the doors heavy? Are restrooms accessible? Do they have grab bars and sinks which are reachable? Are the mirrors in restrooms low enough, or are they set at an angle to enable people in wheelchairs to see themselves? Are the water fountains low enough, or are there paper cups for someone to get a drink of water? Are there signs in braille posted where directions are needed? Would larger print signs help the great number of employees with impaired vision? Are loud fire alarms accompanied by flashing lights so that the deaf may be warned in time? Are there a sufficient number of parking spaces set aside for those employees who

need wider spaces because of their wheelchairs?

There is no need to make every bathroom stall and every door, or every floor accessible. If expense is a factor, the company should consider making at least some section accessible.

Of course, while the manager and company have some direct control over the work environment, field trips present different problems. However, the same questions need to be asked. If an awards dinner is planned at a restaurant where it would be impossible for an employee to participate, are there other comparable restaurants where this problem would not exist?

handicapped may not realize that the medication they are taking makes them over-sensitive to the sun, especially during the annual company picnic.

Despite all of the precautions that managers and their staffs need to take, the handicapped, in general, are not limited to the scope of activities to which they can successfully participate. Blind people can snow ski and water ski. Deaf people can play musical instruments and dance. Wheelchair users can kayak, square dance, shoot arrows and even hang-glide.

Managers should always avoid setting up a separate league or team of handicapped people. However, the manager may arrange for a group

“... It's not what you have lost, but what you have left that counts!”

The main objective in accommodating all employees is to thoroughly examine a facility long before a commitment is made. Many improvements in our living environment have been made because commercial enterprises realize a loss of income when handicapped people and their friends go elsewhere to spend their money.

Movie theaters, theme parks and stadiums usually present special problems. However, many of these larger places have liaison personnel, brochures and special maps for the handicapped.

Managers certainly must strive for safe programs. Conducting evacuation drills from the activity room or gym with employees of different disabilities is an effective way to ensure the much-needed safety of employees. To reduce the risk of fatal accidents, the leisure services staff should be trained in CPR. They also should be able to recognize the difference between an epileptic seizure, diabetic shock or insulin coma and, know what steps to take in an emergency. The staff should be aware of the dangers that a person with asthma might have at the summer cookout and barbeque if he is too close to the smoke. Even employees who do not consider themselves

of employees to go as spectators to a wheelchair basketball game in which one or more employees from the job might be on the team.

Managers should also make sure that program information is available to all employees despite impairments. The simplest thing to do for employees who are blind or visually impaired is to record the program information on cassette tapes. Access can then be obtained by telephone or by a visit to the program office.

Managers of leisure services for employees should make sure that all employees are aware that programs are available to them despite handicaps. The adaptations and modifications necessary are usually not expensive and usually enhance the overall program. Employee morale and understanding are benefits commonly found because of such programming.

Remember, the handicapped are indeed quite alive. Said Harold Russell, Chairman of the President's Committee on Employment of the Handicapped, “It is not what you have lost, but what you have left that counts!”



People

(continued from page 23)

may recall, on the premise that people function best when they are part of a group and experience a strong sense of belonging. People today seem to favor a work organization which provides associational ties, stability and job security. I'm not certain how the professor arrived at his theory. But let's look for a minute at the changes in our society in the past 150 to 200 years.

Long ago, the home was the center of social life, of entertainment, of religion, of teaching. And it was also the center of working life—whether it was farming, fishing, weaving or shopkeeping.

What has gradually happened since then? As we became more urbanized, as transportation improved and as we became industrialized and commercialized, a change has taken place. From the middle of the last century to its end we saw churches develop as the social, educational and religious center. We had choirs, quilting clubs, study groups and schools. This occurred in farming communities as well as in small towns and city neighborhoods.

Then with the advent of the early 20th century and throughout my growing-up period of life, another change took place. With the growth of a strong public educational system, the schools became the social centers. More family interests focused on school sports, class plays, picnics, and PTAs. Churches had gradually lost or abandoned some of their societal drawing power.

As we moved past the midpoint of this century, there came further changes. Rural schools closed their doors. Small town school districts consolidated. And in the urban areas, educators led us to believe that "bigness" was the answer to better education. And with the new phenomenon of large schools came a lack of identity for individuals. Football teams, class plays and bands could accommodate only a small percentage of the students. The feeling of belonging began to evaporate for the

young people and their families.

Gradually, through the default of institutions such as the home, the church and schools and with the growing impersonal nature of our neighborhoods, and because of our increasingly mobile society and the trend toward single-person households, . . . we have seen the workplace, the company, become the social center. For many, many people, the workplace today is the most stable refuge they have. It does provide a continuity of life, close personal relationships, educational opportunities, recreation and—to a degree—a paternalistic concern for the individual.

This, in effect, is the Type "Z" company.

" . . . Long ago, the home was the center of social life, of entertainment, of religion, of teaching. And it was also the center of working life . . . then, . . . we saw churches develop as the social, educational and religious center . . . with the advent of the 20th century . . . the schools became the social centers . . . Gradually, through the default of institutions such as the home, the church and the schools, we have seen the workplace, the company, become the social center. For many, many people, the workplace today is the most stable refuge they have. It does provide a continuity of life, close personal relationships, educational opportunities, and—to a degree—a paternalistic concern for the individual . . . "

Was it planned? No. It evolved, as I said, partially by default, but also opportunistically. People like yourselves, in varying ways, have built these strong corporate-employee relationships.

Is it right and correct? For many companies, yes. And for many individuals, yes.

Can it be abused? Certainly. The real difference between the Japanese and American societies, the Japanese and American companies, the Japanese and American individuals, is the individualism of the Americans. If we recognize and accept this fact, then this enviable corporate-employee relationship can continue.

If, on the other hand, we don't watch out for the pitfalls, . . . if the corporation, for instance, becomes so paternalistic that it traps the employee, that the employee loses individualism, then we will have negated the best of the relationship and

some now unidentified institution will then become the life center for the individual.


Essentially, you and other human resources people are the ones who can maintain the proper balance. An imbalance can result if there is an over-emphasis on services and recreation; if many programs become too costly rather than self-liquidating; if company services, recreation and benefits become too much of a security blanket.

With your counseling and guidance of top management, with your abilities to help employees participate in and manage these activities to help employees participate in and manage these activities, with your understanding of the breadth and sig-

nificance of this new social phenomenon, you can shape a continuing and expanding Type "Z" social-business philosophy.

We at 3M have been identified as, and believe we are, a Type "Z" company. How did this occur? Just as I described it—by evolution, through individuals like yourselves who were interested, concerned and willing to persuade 3M's top management that each employee relationship step taken was a good one. And it was.

In addition, 3M had help. We had help from fine organizations such as this one. 3M has been a member of NESRA since 1949. I would be remiss if I did not thank you all at this time for the good that your association does, and the help you have given to companies like ours.

Again, on behalf of all of us at 3M, I thank you for the great honor you have given us. 

NAMES IN THE NEWS

Retired

John Leslie, CESRA, 3M Company. A past NESRA President (1959-60) and President of the Minnesota Recreation Association, Leslie made significant contributions to the field of employee services and recreation. He has served as Chairman of the Industrial Section of the American Recreation Society and member of NESRA's Research and Public Relations committees. As a member of the World Leisure Organization, he served on the Scholarship committee. Leslie also has published several articles on recreation.




John Leslie at NESRA's 1981 conference and Exhibit

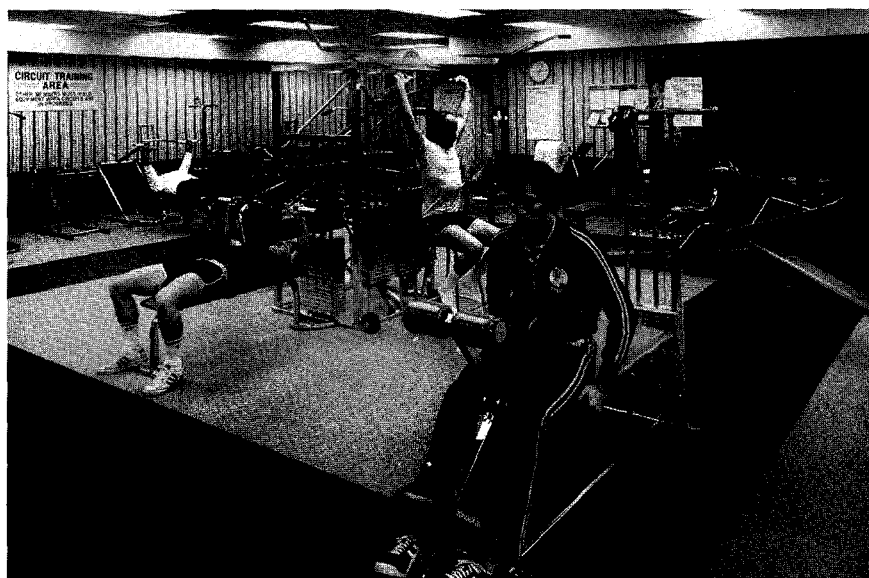
John Leslie joined 3M as their first Recreation Director in 1952. Under his direction, the 3M Club program became one of the most outstanding employee services and recreation programs in the nation. The 3M program, St. Paul, received the Helms Athletic Foundation Award in 1965 for having the most outstanding company program in North America for 10,000 employees. The Citizen's Savings-NIRA Award for companies with 10,000 or more employees was won by 3M in 1974. Most recently, 3M's Chairman of the Board and Chief Executive Officer, Lewis W. Lehr, was named NESRA's 1982 "Employer of the Year."

Appointment

Melvin Byers, executive director of the Toledo Industrial Recreation and Employee Services (TIRES), has been elected president of the International Institute of Greater Toledo, Inc.

Byers, a member of NESRA since 1942, has served on its Board of Di-

rectors and acted as Chief Technical Consultant for the textbook, *An Introduction to Industrial Recreation*. Byers is also a regular columnist in *Employee Services Management* magazine and editor of NESRA's newsletter, *Keynotes*. 



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ESM 82

President's Word

(continued from page 5)

human resources management or counseling, it is our mission to provide a comprehensive package of employee services to our fellow employees.


The final arena that calls for your involvement is that of your profession and its resultant professional status. Al Ward, 1980-81 NIRA President, wrote in the February, 1981 issue of *RM* about the attitude of professionalism. Our attitude and our professional approach to our jobs will not only determine our success, but also affect how others regard us and our profession. Our perception of our service and its importance to the users will influence how we are perceived by others. The employees utilizing

our services will feel that our service is an important as you make it. Incidentally, that's also how your management will perceive the function as well.

The opportunities for you to enhance the profession are numerous. The informational resources available at the NESRA Annual Conference & Exhibit, Aerobic Center Management Seminars, AAFDBI Annual Conference; NRPA Conference and other association's local and regional meetings are invaluable to the working professional.

For those of you who have been working in the field for a number of years, it is your professional obligation to contribute to those meetings. You are a resource person as a result of your working knowledge in this profession. If your local chapter or organization is in need of that ex-

pertise, you should make yourself available to them. Be aware of those companies who don't have an employee service program. Be aware of those organizations trying to implement a services package. Be aware of your opportunity to further the professionalism of our services.

Remember, we have the unique position of being in a business where people choose to do what we offer them. For the most part our services are choices for our employees; almost everywhere else in the corporate structure their time is directed by job necessity, supervisors and time constraints. Their time with us in our service programs is their own time and, therefore, the most valuable time they have to spend. It is our duty to make sure they get their time and money's worth! 

Fitness and Health

(continued from page 13)

professional staffing. An exercise physiologist qualified and experienced enough to direct a full-scale program will draw a salary of at least \$25,000. Entry level assistants will start at approximately \$18,000 per year. A rule-of-thumb guide would indicate the need for one exercise leader per 500 participants. Our hypothetical company would, therefore, need a director and two assistants at a minimum salary cost of \$61,000 per year. Added to this is the cost of benefits and professional development which may amount to 30% of salaries, or another \$18,300 per year. This additional cost of benefits brings the total cost of staffing close to \$80,000 per year.

Despite the seemingly high figure, every expert agrees that professional, qualified leadership is the key to a successful program. While professionals can be obtained from outside agencies, such as the YW/YMCA, the going rate of \$35-\$40 per hour per professional will far exceed the cost of maintaining your own staff.

In many companies, you will have had to consider other necessary overhead expenses. These, too, can


be considerable. Such things as clerical help, supplies and materials, utilities and maintenance may equal the cost of professional salaries. So now, by taking all expenses into consideration, a total operating budget of \$160,000 per year, which is an average of \$106.67 for each of our 1500 participants, seems feasible.

If we amortize the costs of the facility over a period of 15 years, the cost per participant, per year would be about \$13. Therefore, the total expense rises to about \$120 per participant—a figure slightly less than the membership fees for a good commercial health club.

In Dallas, health club membership ranges from \$150-350 per year. So, why should we expect our cost to be markedly different? Remember, we have defined *minimum* facilities and staffing levels. And, compared to a commercial facility, all we have really done is replace some of their advertising and promotion costs, financing costs and profit margin with our increased expenditures for professional leadership. In all, it comes out just about the same.

Now, who should pay for all of this? Should it be borne entirely by the company, or should the cost be shared by the participants? The an-

swer to the question lies in the results of a recent study which looked at the effect of company vs. individual payment attendance in a YMCA starter fitness program.² Adherence was lowest (62%) when the company paid the entire fee itself. Better results were achieved by a reimbursement procedure (81% adherence). Best of all was an 84% adherence rate, achieved by a shared payment plan—both the participant and the company assumed a part of the total cost.

If increased participation is one of our goals, (and it certainly should be!) then the answer to "who pays?" should be clear from this study. Though the data did not specify the percentages, a 50-50 cost-sharing would be a good place to start. Undoubtedly, individuals—as well as companies—would find five dollars per month, per participant a rather small price to pay for good health. 

1. Richard M. Brown, "Fitness and Health Bulletin," *Recreation Management*, Volume 24, No. 9, November, 1981.
2. Pollock et. al., "Effect of a YMCA Starter Fitness Program," *The Physician and Sportsmedicine*, Volume 10, No. 1, January, 1982.

NEWS IN BRIEF

(continued from page 27)

petitive swimming, diving, recreation, conditioning, rehabilitation, water ballet and even water polo.

Yet, according to an article in *Modern Principles of Athletic Training*, all of those who take advantage of pool activities are targets for swimmer's ear, a general expression referring to an ear infection.

Symptoms of swimmer's ear include itching, discharge, extreme pain and even a temporary, partial loss of hearing.

This condition is often brought about by trauma to the ear from such actions as vigorously rubbing the outer ear and attempting to clean the ear with hairpins, cotton swabs or other objects. When the skin of the ear canal is broken and isn't covered by a good layer of normal ear wax, infection can enter.

Prevention from ear infection can best be attained by drying the ears thoroughly with a soft towel, using ear drops containing a mild acid (3% boric acid) and alcohol solution before and after each swim, and avoiding those situations that can cause ear infections, such as overexposure to cold wind or sticking foreign objects into the ear.

Don't blame the pool's water if an employee gets swimmer's ear; dirty water has little to do with it. It is quite common for a sparkling clean pool to host a swimmer with a current or potential ear infection.

Sportsmen Asked To Pass On Outdoor Traditions

Saturday, September 25, 1982, will mark the 11th annual observance of National Hunting and Fishing Day.

The theme of NHF Day this year, "Pass It On," urges the nation's more than 55 million hunters and fishermen to help pass on the outdoor tradition to the millions of young people and adults who have never had the opportunity to experience the out-of-doors as they have.

Each year, thousands of sportsmen

volunteer their time to organize NHF Day activities to help make non-sportsmen more aware of the need to conserve America's natural and wildlife resources and of the important role hunters and fishermen play in conservation.

NHF Day activities range from an "open house" at a sportsmen's club to a countywide sportsmen's jamboree involving dozens of sportsmen's clubs and conservation groups.

By making millions of non-sportsmen aware of the need for conservation and the contributions hunters and fishermen make to conservation, NHF Day has helped ensure a healthy future for the outdoors, wildlife and the outdoor sports.

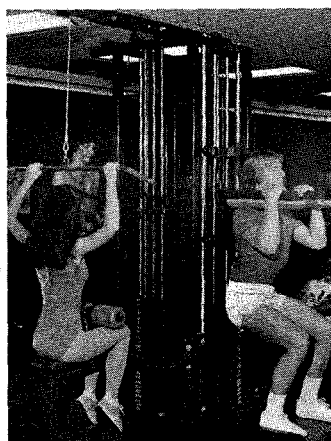
For more information on how you can participate in National Hunting and Fishing Day, write Bob Davis, NHF Day Headquarters, P.O. Box 1075, Riverside, CT 06878.



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NESRA CALENDAR

Drop in on fellow NESRA members when in the area. Check the "NESRA Calendar" before you travel.

Anchorage Industrial Recreation Council/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson CESRL (213) 354-5367 or Jim Mowery (213) 840-4077.

Capital Area Recreation Council/Austin, Texas. Meets on the fourth Wednesday of the month. Contact Bo Brooks—(512) 250-6382.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Beverly Grover—(614) 463-9545.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets third Tuesday of each month except July and September. Contact Mickey Negron—(214) 828-7130.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CESRA—(513) 227-5938.

Denver Metro Industrial Recreation Council/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Orange County/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CESRA—(714) 732-2432.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CESRA (301) 977-0529.

Long Island Industrial Recreation Directors Association/Nassau-Suffolk County, New York. Meets monthly. Contact Chester Baumgartner, CESRA—(516) 575-2269.

Greater Bridgeport YMCA Recreation Council/Bridgeport, Connecticut. Meets on the third Tuesday of the month. Contact Jesus Cerrilla—(203) 334-5551.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mary Kennedy—(313) 225-3938.

Metro Employees Recreation Chapter/Houston, Texas. Meets on the third Thursday of the month. Contact Laura Davis—(713) 754-5825.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets on the third Thursday of the month. Contact Jayne Epperson—(612) 456-2841.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

Rockford Area Services Association/Rockford, Illinois. Meets on the third Tuesday of the month. Contact Laura Miller—(815) 964-4671.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CESRA—(714) 238-6865.

Seattle Metropolitan Industrial Recreation Chapter/Seattle, Washington. Meets on the last Wednesday of the month. Contact Darrell Gosh—(206) 621-6869.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CESRA—(419) 475-5475.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Dave Howard—(703) 893-5400.

Conferences and Exhibits

42nd Annual NESRA Conference and Exhibit will be held May 5-8, 1983, Columbus, Ohio. For further information contact the NESRA office at (312) 346-7575.

The 1982 Region I Conference and Exhibit will be held October 28-31 at the Providence-Biltmore Hotel, Providence, Rhode Island. For further information contact Alice Bucca at (617) 493-3318.

The 1982 Region III Conference and Exhibit will take place November 18-20 at the Drake-Oak Brook Hotel, Oak Brook, Illinois. For further information contact Britta Mansfield at (312) 496-3232.

The 1982 Region VII Conference and Exhibit will take place September 23-26 at the Oakland-Hyatt Hotel, Oakland, California. For further information contact Jody Merriam at (415) 273-3494.

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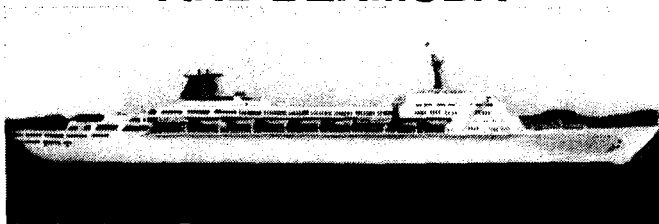
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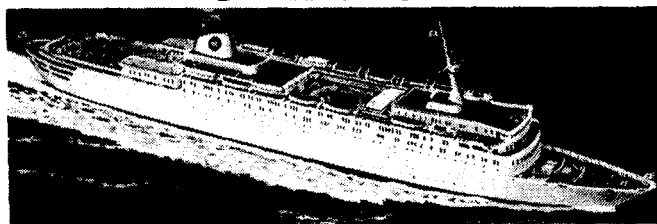
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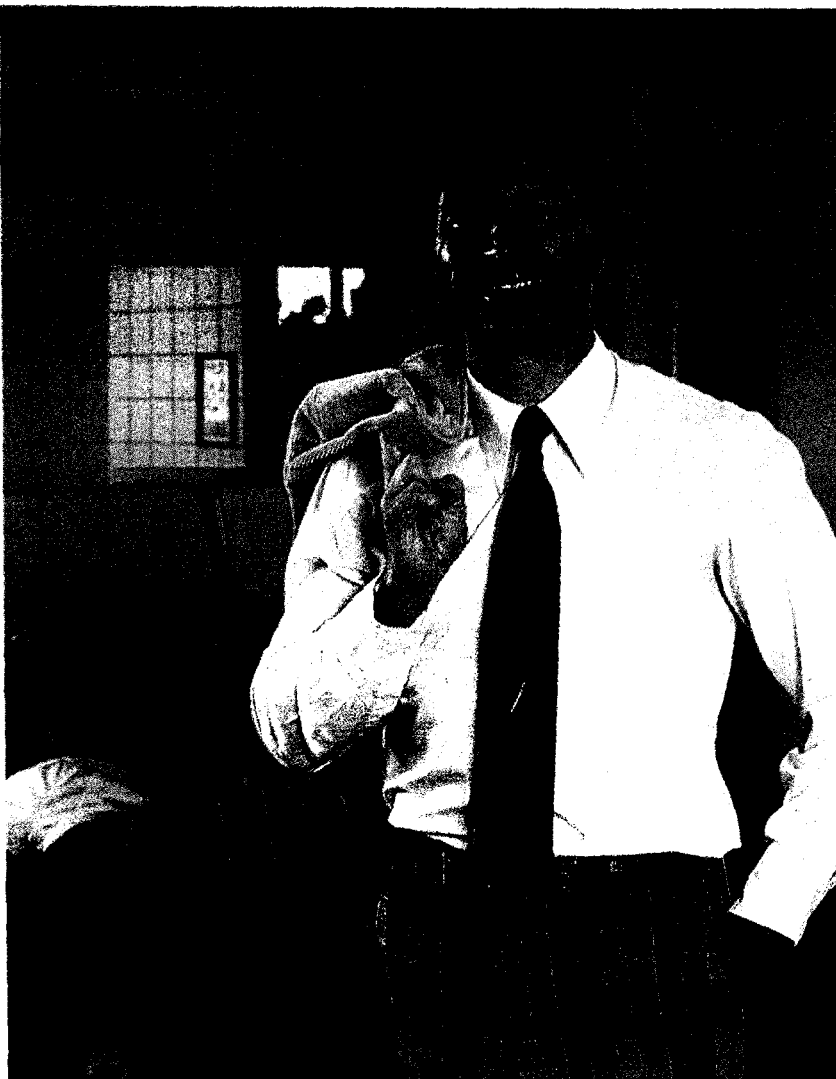
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JOURNAL OF EMPLOYEE RECREATION

Management

HEALTH AND EDUCATION SEPTEMBER 1982

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NESRA

The National Employee Services and Recreation Association, NESRA, (formerly the National Industrial Recreation Association, NIRA), is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Employee Services Management* is only one of many services included in NESRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

**Build for Excellence at
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Employee Services Management

JOURNAL OF EMPLOYEE RECREATION

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In This Issue . . .

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Autumn on Maine's Street

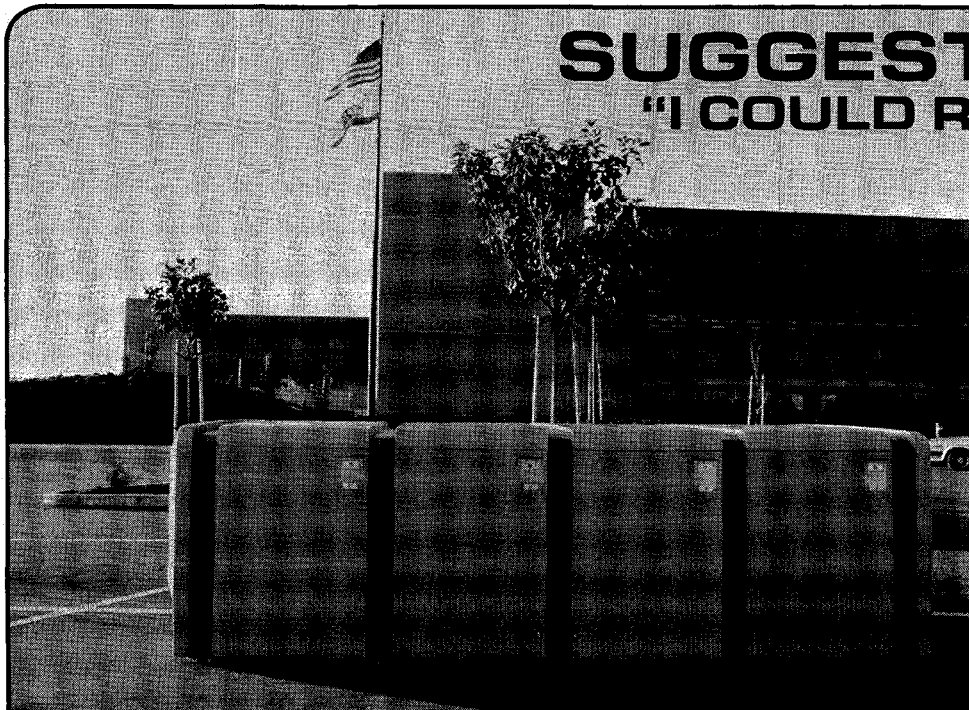
Employee Services Management escorts its readers to some not-so-far-away places. New England, Knoxville and Canada are among this year's most popular travel destinations which Thomas Frenkel, Corporate Relations Director for Presley Tours, Inc., suggests employee services and recreation directors keep in mind when "Planning the Great Escape."

Planning to lure NESRA delegates, exhibitors, spouses and students to its Hyatt Regency next May is Columbus, Ohio. Detailing this vibrant city and host to NESRA's 42nd Annual Conference and Exhibit is the article, "Consider Columbus . . ."

In "Breaking Waves," editor Kimberly Thomas takes readers down the Lehigh River in Pennsylvania on a spectacular and exhilarating whitewater adventure.

The final ports-of-call on this September "cruise" are at the beginning of a travel program in "Launching an Employee Travel Program"; and Northbrook, Illinois for the Healthy American Games—Allstate Life's Olympic-style salute to fitness.

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JOURNAL OF EMPLOYEE RECREATION

HEALTH AND EDUCATION

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September 1982 • Volume 25 • No. 7

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NESRA

Journal of the National Employee Services and Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee services, recreation and fitness programs are essential to effective personnel management.

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____ **"YES WE CAN"**. Harry Cordellos gives an inspirational and motivational presentation on his many impressive accomplishments within the field of recreation despite being blind.

____ **"EMPLOYEE ASSISTANCE PROGRAMS—SHOULD WE, COULD WE AND HOW WOULD WE?"** Bob Schenk, Corporate Manager/Employee Assistance Programs, Owens-Corning Fiberglas, discusses drug and alcohol treatment programs and the expansion of these into areas such as personal, financial and family counseling.

____ **"EMPLOYEE ASSOCIATIONS—TO BE OR NOT TO BE"**. Phyllis Smith, CESRA, Recreation Director, Hughes Fullerton Employee Association, provides information regarding the pros and cons of employee associations, the legalities and the mechanics for development.

____ **"COMPUTER HARDWARE AND SOFTWARE—INFORMATION AT YOUR FINGERTIPS"**. Ralph Barr, Principal Development Engineer, Honeywell Avionics South, demonstrates the benefits of utilizing computers for employee activity programs and provides information on how they can be programmed into existing systems.

____ **"PRACTICING REASONABLE CARE IN YOUR PROGRAMS"**. Dr. Tony Marshall, Associate Dean, Hospitality Management School, Florida International University, explains many of the precautions that must be taken when planning recreation programs and special events. This session covers these and gives you additional ideas that can eliminate risks before they become problems.

____ **"COPING WITH LIFE ON THE RUN"**. Dr. George Sheehan, Department of Electrocardiography and Stress Testing, Riverview Hospital, brings to light how fitness programs and recreational activities should complement each other so as to improve a person's lifestyle.

____ **"COMMUNICATION TECHNIQUES—REACH OUT AND SELL SOMEONE"**—Parts I & II. William Boone, Corporate Relations Director, Allstate Insurance Company, helps you develop communication skills toward management, employees, press and media and community organizations. **SOLD AS A SET—\$12.00.**

____ **"BEGINNING FITNESS PROGRAMMING—STARTING OUT ON THE RIGHT FOOT"**. Richard M. Brown, CESRA, General Manager, Texins Association, answers the often asked question, "Where do I start?"

____ **"CHAPTER DEVELOPMENT—WHAT'S IN IT FOR YOU?"** Ralph Ferrara, CESRA, Manager/Employee Recreation, General Mills, Irene Heavey, Manager, Employee Benefits and Services, Sperry Univac Federal Systems and Leroy Hollins, CESRA, Recreation Director, Martin Marietta Aerospace, explain how to start a NESRA Chapter. Items regarding bylaws, dues, organization structure and benefits are discussed.

____ **"STRESS AND THE AMERICAN WORK ETHIC"**. Dr. Arthur L. Anderson, Chairman, Sociology Department, Fairfield University, presents information on the work ethic as perceived by employees today and how job related stress has become a genuine concern of business today.

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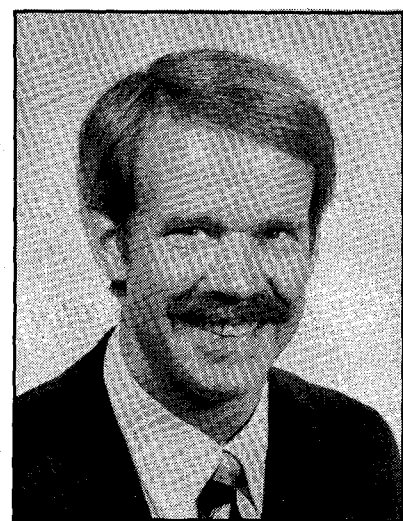
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The NESRA President would like a word with you



Stephen W. Edgerton, CESRA
Xerox Corporation
1982-83 NESRA President

. . . about active participation in NESRA

For years and years, you have heard the familiar cry, "Membership—it's our life's blood. We need more members!" Of course, the number of NESRA members is important for the professional and financial health of the organization. However, I believe the true strength of our organization is not in the number of members, but in the degree of involvement of those members. I am proposing several suggestions which will enable you to become more aware of the services NESRA can bring to you and your employees by participating in the affairs and business of this organization.

NESRA has taken significant steps at the executive level to gain more member participation. Along with the name change in 1982, the by-laws were changed so that every member of the organization was given the right to vote on national affairs. Gone was the caste system which allowed only one vote per large organization, thereby limiting the influence of the "little guy". NESRA realized that its

future was in chapter development and this voting change ensured a total membership influence on the future of NESRA.

The first suggestion to increase involvement is a timely one: vote in the upcoming national election. Each candidate bidding for a position as President-Elect or National Vice-President is a highly competent professional in the field of employee services and recreation, and well-qualified for a national office. Feel free to consult the slate mailed to you this month or contact your regional directors, executive board members and other members whose opinion you respect to obtain more information on the candidates. It is important to you and the association that you make an educated decision concerning your vote.

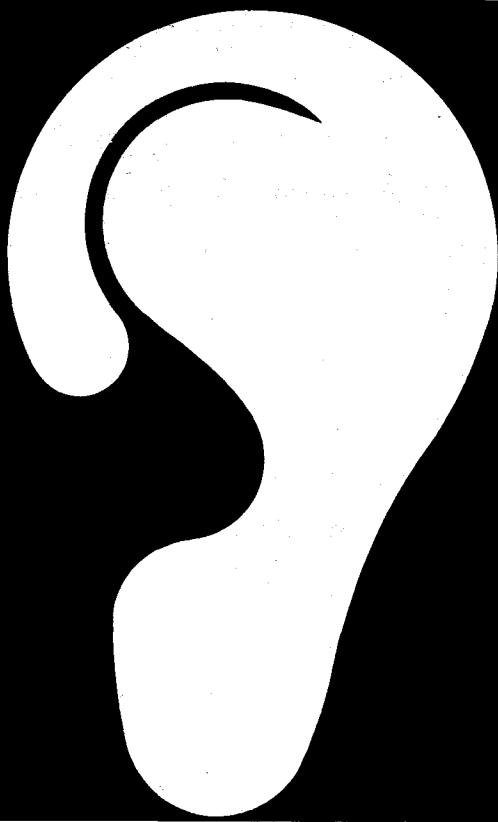
Another beneficial way to become an instrumental force in the organization is to attend and/or speak at local, regional or national conferences. This is an ideal way not only to contribute to your professional

field, but also to use the organization to your benefit.

If public speaking is not your forte, there is always an opportunity to help in the actual planning of the event. Or, you can put your thoughts and ideas on employee services and recreation in writing. There is always a need for articles, story ideas and service information for *Employee Services Management Magazine* and other professional publications as well. The written text need not be a full article, but could consist of a paragraph or two for use in the *Keynotes* newsletter.

One of the more extensive, and quite valuable, ways to work for NESRA and your profession is to conduct a research project. There is no one in the field at a given time who did not need facts and figures to justify, explain or demonstrate what they were attempting to accomplish within their employee services and recreation program.

(continued on page 30)



THE TEN COMMANDMENTS OF POWERFUL LISTENING

by Anthony J. Alessandra, Ph.D.

There is more to being an employee services and recreation professional than planning picnics and purchasing machines. You must also deal with people daily. And that means welcoming even the not-so-constructive criticisms; understanding their interest in the not-so-feasible programs; and explaining your sometimes unclear policies.

The key to carrying all of this off is communication—a process which entails more than speaking well; it means listening effectively. For the more effectively you can listen to employees when they approach you with a suggestion or problem, the more respect and credibility you will earn as an employee services and recreation professional.



*Dr. Anthony Alessandra, a member of the National Speakers Association, is the author of the book, *Non-Manipulative Selling*, and creator of a series of eight NMS audio cassette tapes that augment and expand the book's concepts. He is also a respected national consultant in sales, marketing and management training.*

Rules for being a good listener involve courtesy and common sense. Some of the rules may seem obvious, or trivial, but it is amazing how many people forget them and insult the speaker unintentionally. Often, you don't mean to be rude, but your enthusiasm for a subject and your own desire to hear yourself talk make you forget courtesy. Other times you are so intent with your own point of view that you forget to listen to what the other person is saying. You just plain stop listening. When conversing with another person, you must therefore be aware of and practice the following rules:

1. FIGHT OFF DISTRACTIONS. Train yourself to listen carefully to

your fellow employees' words despite such external distractions as a ringing telephone, passers by, or other outside noises. Focus attention solely on the words, ideas, feelings and underlying intent of those who approach you.

2. DO NOT TRUST YOUR MEMORY. Take notes. However, keep your notes brief, as listening ability is impaired while you are writing. All you need is something to jog your memory; later you can recall the complete content of the message.

3. LET EMPLOYEES TELL THEIR OWN STORIES FIRST. When employees explain their situations, they may reveal interesting facts and valuable clues that will aid you in helping them solve their problems or satisfy their needs. Then, you can tailor your discussion to their particular needs, goals, and objectives, making for a more productive conversation.

4. USE FEEDBACK. Constantly try to check your understanding of what you hear. Do not only hear what you want to hear. In addition, consistently check to see if the individual you're conversing with wants to comment or respond to what you have previously said.

5. LISTEN SELECTIVELY. Very often in conversation, people will tell you specific things that will help you identify their problems. These critical messages may be hidden within the much broader context of the conversation. You must listen in such a way that you can separate the wheat

from the chaff.

6. RELAX. When individuals are speaking to you, try to put them at ease by creating a relaxed and accepting environment. Try not to give them the impression you want to jump right in and speak.

7. LISTEN ATTENTIVELY. Face employees straight on with uncrossed arms and legs, and lean slightly forward. Establish good eye contact. Use affirmative head nods and appropriate facial expressions when called for, but do not overdo it.

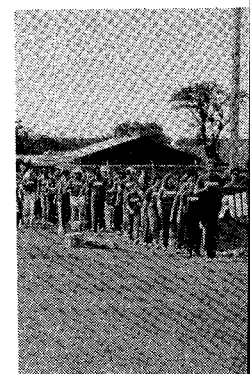
8. CREATE A POSITIVE LISTENING ENVIRONMENT. Try to insure an atmosphere of privacy away from sources of distraction. Do not violate the speaker's "personal space." Take great efforts to make sure that the environment is conducive to effective listening.

9. ASK QUESTIONS. Ask open-ended questions to allow employees to express their feelings and thoughts. The effective use of questions shows them that you are interested, that you are listening, and it allows you to contribute to the conversation.

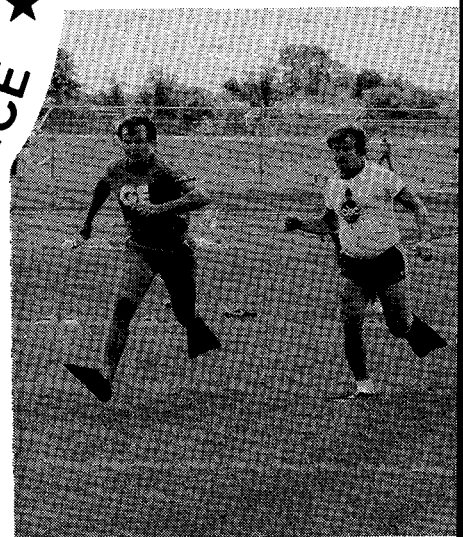
10. BE MOTIVATED TO LISTEN. Without the proper attitude, all the foregoing suggestions for effective listening are for naught. Try to keep in mind that there is no such thing as a disinteresting speaker; there are only disinterested listeners.

If you are really willing to learn
(continued on page 36)

**The Healthy American
Games—Allstate
Life's salute to fitness.**



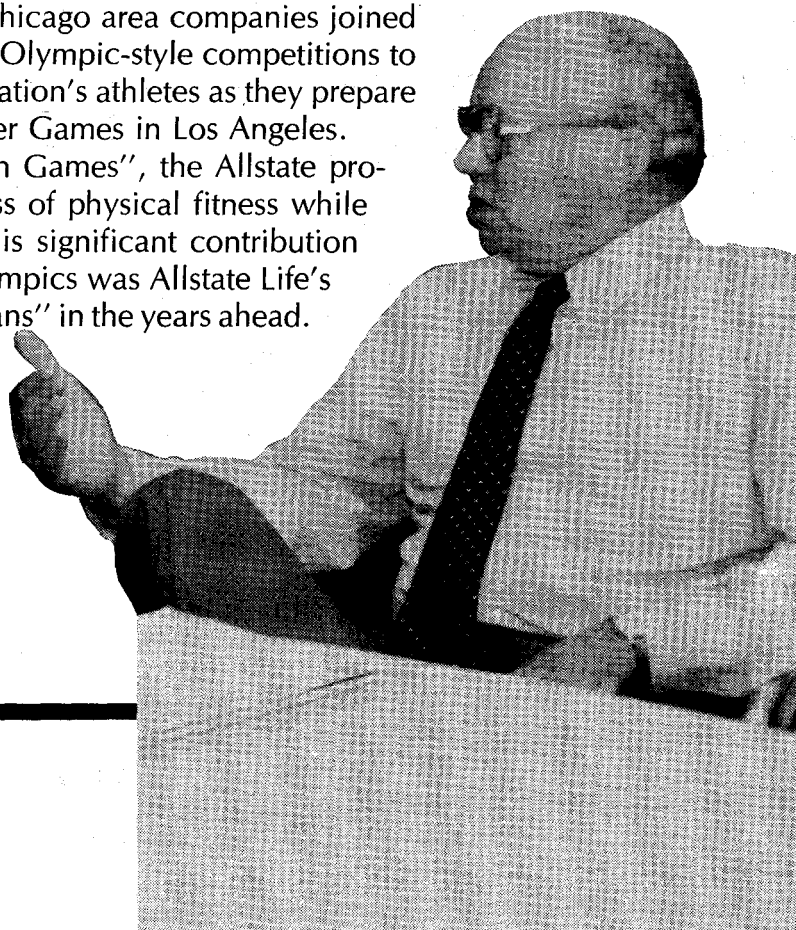
June 12, 1982
Glenbrook North
High School
Northbrook, Illinois



When the U.S. hockey team won the gold medal in the 1980 Winter Olympics, millions of Americans cheered. But it took more than cheers to get the medal. It took money.

On Saturday, June 12, twenty Chicago area companies joined the Allstate Life Insurance Company in Olympic-style competitions to raise the much-needed money for our nation's athletes as they prepare to capture the gold at the 1984 Summer Games in Los Angeles.

Deemed the "Healthy American Games", the Allstate program aimed at promoting an awareness of physical fitness while benefitting the U.S. Olympic fund. This significant contribution to the health of employees and the Olympics was Allstate Life's way of ensuring more "Healthy Americans" in the years ahead.



Raymond H. Kiefer, President, Allstate Life Insurance Company

Interview

In an interview with Raymond H. Kiefer, President of Allstate Life Insurance Company and Chairman for the Healthy American Games, EMPLOYEE SERVICES MANAGEMENT learned of the people, the plans and the promotions which enabled that event to know the thrill of victory.

ESM: What prompted Allstate to sponsor the Healthy American Games?

Kiefer: The Allstate Life Insurance Company has been interested in the development of a visible image dealing with health for some time. About three years ago, we came out with our first Healthy American Program which offered a life premium discount to non-smoking individuals.

We identified a real need for Allstate Life to build an

image of a company that was generally interested in the health of the American people. There were a lot of things we thought we could do to foster that and make it meaningful to our policyholders and the public-at-large. So, when the idea came along of starting with the Healthy American Games as a way to raise money for the U.S. Olympics, we felt that this was just one more block in the building of the whole Healthy American concept. You see, the games just seemed to fit into our overall plan.

ESM: Did any other organizations, in addition to NESRA, join Allstate in endorsing these games?

Kiefer: Yes, the President's Council for Physical Fitness endorsed it as well as the U.S. Olympic Committee.

(continued on next page)

Healthy American Games

(continued from previous page)

ESM: What goals did these games accomplish?

Kiefer: Our first concern was organizing a successful event. Behind the Healthy American Games were the vice-chairmen, Nelson Strom, Assistant Controller, and Alan Benedeck, Corporate Relations Manager, who put together a master plan that allowed the Games to run like clockwork.

These Healthy American Games went far beyond our expectations. Looking back, the only thing I'd say we could improve would be the donation to the U.S. Olympic committee. But even that figure is something we are quite satisfied with.

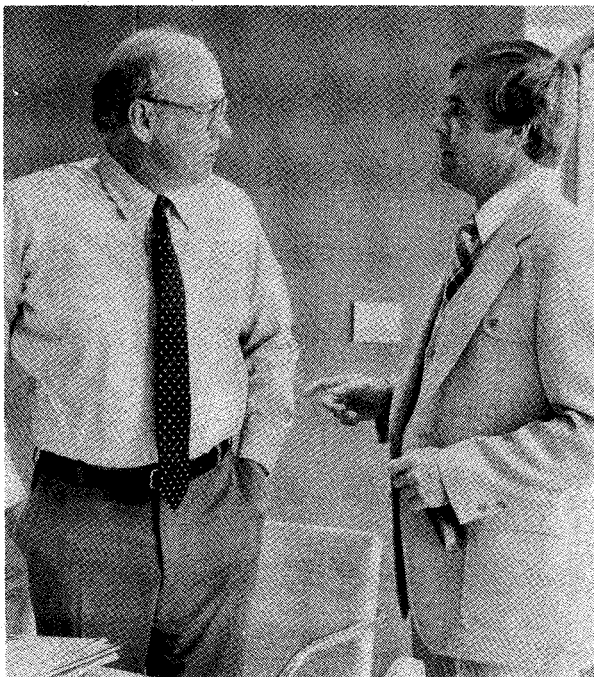
ESM: How much money was raised for the U.S. Olympic Fund?

Kiefer: We raised \$16,205 for the Olympics.

ESM: How would you describe the Healthy American Games?

Kiefer: First of all, they were a lot of fun. The thing that impressed me most was the sense of camaraderie that developed with all of the teams. Even though the events were competitive in nature, they still remained fun for participants because of everyone's attitude toward the team.

These "friendly rivalries" were situated in an Olympic atmosphere. We had both opening and closing ceremonies complete with torch bearers, balloons, a band, team banners, and gold, silver and bronze medals.



Alan Benedeck, NESRA Vice President for Public and Government Affairs and Allstate Corporate Relations Manager, discusses post-Games plans with Raymond Kiefer.

Just about every company which participated has since expressed their thanks to Allstate for sponsoring the Games and claimed a willingness to participate, if not sponsor, the Games next year.

ESM: How were the Games conducted?

Kiefer: Participants were offered 16 games, each of which was officiated by an Allstate volunteer or Glenbrook North High School coach, and, depending upon the nature of the event, they were conducted throughout the day on either the athletic field, basketball court, or in the swimming pool.

ESM: In particular, what games were offered?

Kiefer: We sponsored a team decathlon, tug-o-war, over-45 walking relay, over-45 tire relay, under-45 tire relay, three-wheel bike relay, one-mile relay, log relay, duffle bag relay, and a 10-kilometer race. We also held contests in volleyball, softball, basketball, ping pong, pushball and swimming.

ESM: Why those specific games?

Kiefer: We wanted to involve different age groups and sexes in each event and give everyone a fair chance to enjoy the games. Our emphasis was not on tough, athletic competition—but on the fun and fitness each employee could derive from participating.

ESM: Can you give us some information on the demographics of the Healthy American Games participants?

Kiefer: More than 1,800 participated in the Healthy American Games. They ranged in age from 18–60 and there seemed to be an equal representation of males and females. Most events required a 50% male and 50% female mix. For basketball and softball, however, we had separate male and female teams.

ESM: Were you expecting so many people to attend these Games?

Kiefer: No, in fact we had been joking prior to the 12th that I would be speaking at the opening ceremonies to a small crowd, most of whom would be my family members. But we were quite pleased to see all participants arriving before 10:00 a.m. with their families and friends.

ESM: Were participants required to pay an entry fee?

Kiefer: Yes, each participant and spectator was asked to donate \$2.00 for the Olympic Fund. In most cases, the company matched the total donation of their employees.

ESM: What were the prizes given to the winners of the various events?

Kiefer: Three winners in each event were presented at the platform with either a gold, silver or bronze medal embossed with the Healthy American Games logo. Every

participant received a silver certificate, quite suitable for framing, just for being a part of the Healthy American Games.

ESM: What kind of a committee was needed to coordinate the day's activities?

Kiefer: There were three major groups which made the Games happen: volunteers from the Allstate Life Company, the Allstate Corporate Relations Department and Glenbrook North High School. There were 250 volunteers in all, and each person assisted with a particular committee such as events, materials, site preparation, officials, promotion and tickets.

ESM: How much planning was required to ensure a successful Healthy American Games?

Kiefer: The idea was pitched to us back in January and we began holding our first meetings with the committee chairpersons in February. We then met every other Friday until June 12th. Ron Willard, Fitness and Recreation Manager at United Services Automobile Association (and NESRA Region 6 Director), spent two days consulting committee chairpersons on the planning of the Healthy American Games—an event similar to his company's "Teamfest".

After all 20 companies were signed up for the competition, we frequently sent them information. In April, we held a special luncheon here at Allstate to explain the Healthy American Games in more detail.

ESM: What kind of promotional campaign was launched to achieve maximum publicity and participation?

Kiefer: One committee handled internal promotion and another handled external media relations. We videotaped the entire event to use as a promotion for future Healthy American Games. We did get some play from the local news and radio stations. ABC sponsored a team, and their station covered the event on the evening news.

ESM: Can you estimate the expenses incurred in sponsoring these Games?

Kiefer: The equipment for the Games ran about \$8,000. We really don't consider this an expense, though, because it is something we'll keep and get more use out of in the coming years. The recognition materials, on the other hand, were our largest expense—each medal cost \$5.00. In all, we were fortunate that many things, such as the facilities, were donated to us.

ESM: How would you evaluate the Healthy American Games as both an inter- and intra-company event?


Kiefer: Though the competition between companies was keen, you could still sense the camaraderie between everyone present. As far as this event being an intra-company activity, it seemed to have boosted the morale of both participants and spectators. In fact, when we

showed the video program in-house, there were crowds like I've never seen gathered around the screen.

ESM: Is this an event most companies can sponsor?

Kiefer: Well, I would say our size certainly didn't hurt us. To obtain 250 volunteers, you need several thousand employees. However, a smaller company can modify the Games to host them. For instance, they could plan less events, which would require less equipment and thus, less cost. The key is to get organizations to donate things, such as facilities.

ESM: Will we see more Healthy American Games next year?

Kiefer: Yes. And Allstate Life plans to sponsor them again. As a matter of fact, several companies wrote to us saying they would be happy to sponsor the Games if we chose not to. So, I know the interest is there. I even think we'll have companies beating our door down to become a part of this next year. Of course, as the 1984 Olympics approach, they'll make the Healthy American Games even more meaningful and add to that Olympic spirit which made these Games so memorable. 

For a "How To" booklet detailing the making of the Healthy American Games, interested readers may send their requests to: NESRA Headquarters, 20 North Wacker Drive, Chicago, Illinois, 60606.

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ASSOCIATE PROFILE

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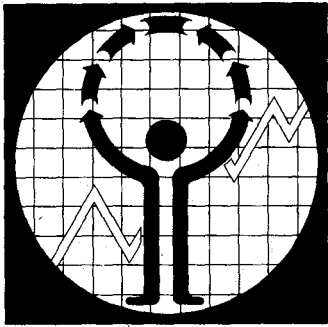
Hallmark offers a complete four-color consumer oriented catalog that dramatically presents an entire line of jewelry. Over 1,200 jewelry items including 14K gold chains, and genuine diamond and gem stone jewelry are available from Hallmark. Best of all, there is no need for you to stock inventory. Merchandise can be ordered from the catalog or from special flyers. Hallmark's proven fulfillment capabilities insure accurate, one at a time shipments—anywhere.

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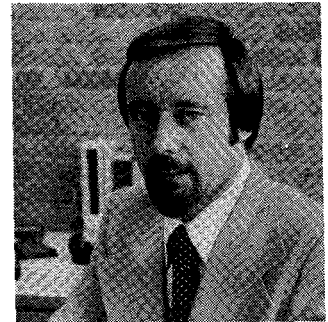
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Fitness/Health Bulletin



Richard M. Brown, CESRA
Texas Instruments, Inc.
NESRA Vice President
Fitness and Health



Running . . . for Fun

The American Running and Fitness Association has chosen October 9 as the day to celebrate fun and fitness nationwide. Under the title, "National Running and Fitness Day," many cities and states across the United States will sponsor special fitness events to promote wellness.

In Illinois (see *Employee Services Management*, July 1982), the Governor's Council on Health and Fitness has declared October 6 "Illinois Employee Fitness Day." Aimed at encouraging employers to demonstrate their support of employee fitness by conducting a variety of fitness-related events, Fitness Day has great expectations. The hope is that an exposure to fitness will lead managers to look seriously at the possibility of initiating long-term recreation and fitness programs.

With the running boom still apparently on the rise, it would seem that one of the most popular events for a company to sponsor next month

would be a "Fun Run." Such a run, limited to employees and their families is easy to organize, promote and conduct. And, it can easily lead to the formation of a "Striders Club" which may be the beginning of a much larger and more complete fitness program.

How to Run the Run

Registration. Pre-registration of participants will help those coordinating the fun run, particularly if team competition is part of the event. A nominal fee should be charged (\$1.00 to \$2.00, for instance), in order to ensure attendance at the event, regardless of weather conditions.

Volunteers. It takes quite a few volunteers to conduct a well-run, safe race. Among those needed to ensure a successful event include:

- **Registration attendants.** Six to ten people are needed to take registration forms, hand out race numbers and t-shirts or other extras.

- **Course guides.** At least one person at every corner, cross-street and turn is required for a smooth race. Their purpose is to block traffic and guide the runners on the proper course. A lead bicyclist can also contribute to the smooth flow of traffic by leading the runners and alerting other course guides to oncoming runners.

- **Course timers, catchers, runners and tag removers.** Every runner likes to know his or her pace, so it is customary to place someone with a stopwatch at each mile marker, announcing times as each runner passes. For this duty, you obviously need people with strong voices.

The most experienced people, on the other hand, should be placed at the finish line. One finish lane or chute is necessary for every 300-400 runners. If there are separate male and female awards, a separate lane for

(continued on page 39)

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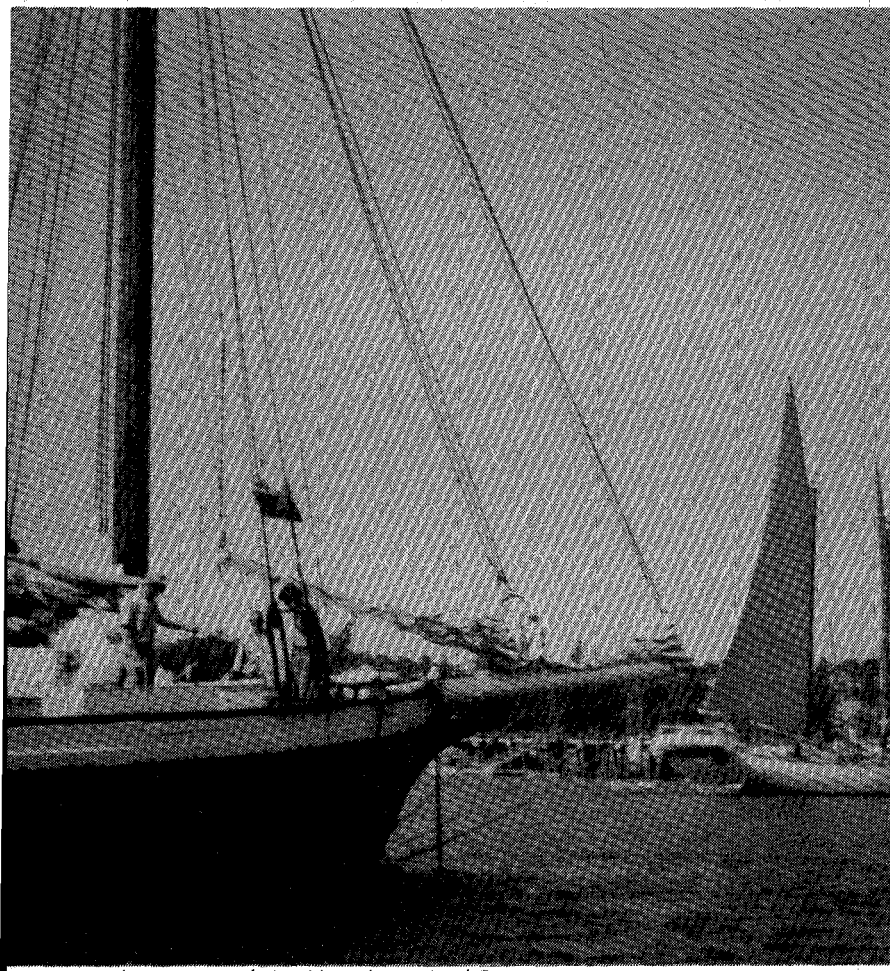


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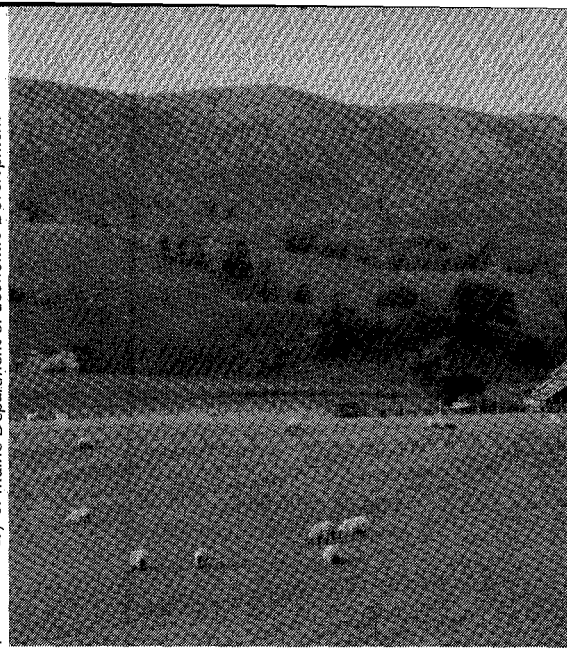
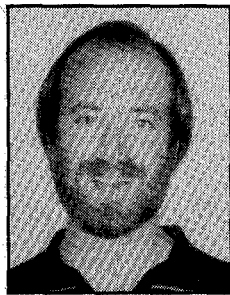
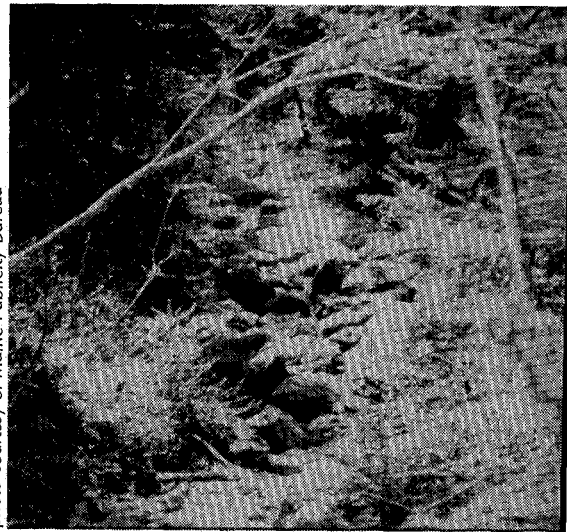


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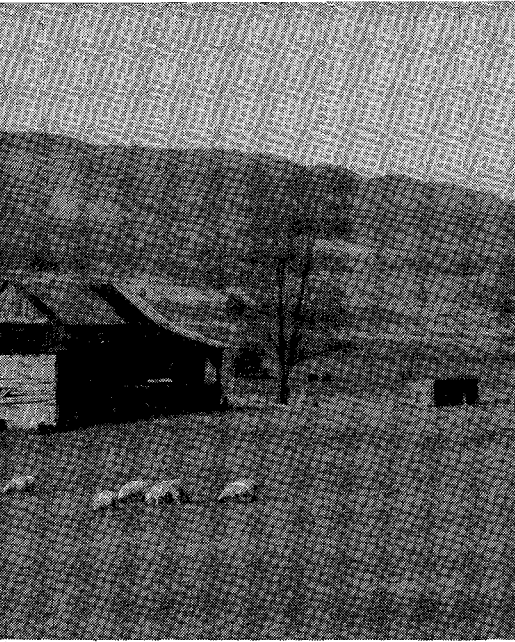
Thomas R. Frenkel is the Director of Corporate Relations for Presley Tours, Inc. located in Makanda, Illinois. A graduate of Southern Illinois University, Mr. Frenkel has been employed by Presley Tours since 1975. He conducts a regular lecture series on recreational tourism for the Recreation Department at Southern Illinois University at Carbondale. He currently is the Chairman of an educational sub-committee for the National Tour Brokers Association, and a member of the Chamber of Commerce Tourism Commission for the city of Carbondale. As a liaison to Presley Tours' corporate clientele, he consults in matters of travel planning, promotions, and follow-through for recreational and incentive planners. As an associate member of NESRA, he is regularly seen exhibiting at our National Convention.

Many diverse factors must be considered in the formation of an effective recreational travel plan. The age-old queries—Who? What? Where? When? Why? and last, but certainly not least, How much?—are ever-present. These must be answered by a careful analysis of factors resulting in a travel program which is well-suited to your needs.

Why travel?

Let us first investigate the impetus to travel. Why is it desirable? Personally, I admit to a particularly hedonistic perspective: fun and frolic. This does not mean I deny other advantages such as the educational experiences which are available, or even the status (which is unspoken—but nonetheless present) when telling your neighbor of your journeys to areas he or she has never visited.

There are, though, recognized advantages far beyond the selfish realm. Medical authorities laud travel as a necessary relief from everyday stresses. Many avant-garde corporations are already forcing their employees



autumn, New England Style. Few travelers this season will settle for anything less.



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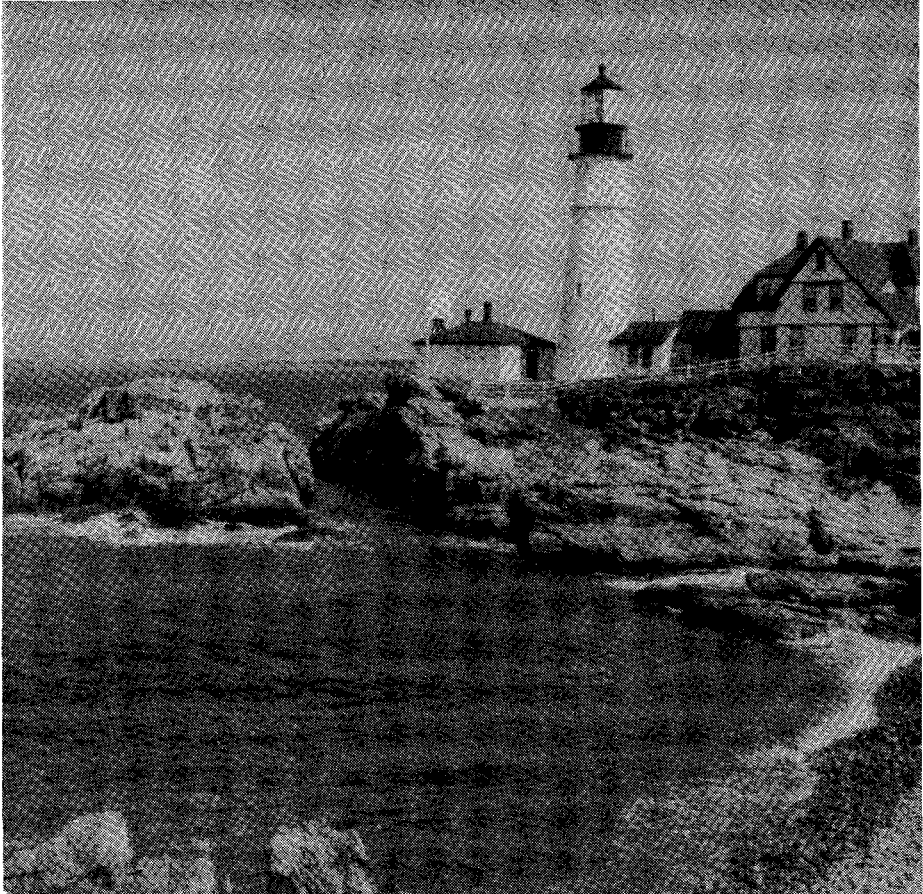


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Planning The GREAT ESCAPE

by Thomas R. Frenkel, Corporate Relations Director, Presley Tours, Inc.

to use their annual allotment of sick days to provide "psychological relief". Taken one step further, some provide the "travel escape" from a stressful environment to reduce the tension experienced by your basic "Type A" executive. You know him: the fellow with the stopwatch who is looking for the quickest route from his office to the employee cafeteria.

Balancing international trade relations is another good reason to travel. I remember a particular client (a recreation administrator) whose company was negotiating a large international contract with a foreign government. A contingency of the sale was a provision for the selling company to create revenues for the country to whom the sale was being made to help offset the balance of trade. Promoting travel into that country proved to be an excellent means of providing those revenues. I am equally sure that it was no small feather in that recreation administrator's hat to be involved in those dealings.

Of course, recreational travel serves the company, too. There is no more enjoyable way to build employee appreciation while broadening their interests and horizons. Time and time again, I see the mixture of em-

ployees from the mail room, secretarial pool, production line and management enjoying themselves together in company-sponsored travel. A congealed group of co-workers builds company pride and morale while drawing attention by workers, friends, family and neighbors as a benefit of employment by your company.

Who and where? plotting the destination

Destination planning is one of the trickiest facets to organizing a corporate recreational travel program. First and foremost, you must consider your prospective travellers. Will they be company employees or employees and their families and friends?

If you offer the only travel program in town, you can muster community support by offering a trip under your auspices to the community. Opening these benefits to the community costs you virtually nothing, while mustering a great deal of local support can render incalculable benefits.

(continued on following page)

The Great Escape

(continued from previous page)

Once you have identified your travelers, consider their desires. This will enable you to more accurately find a suitable travel destination. Perhaps the following personal account best illustrates the all-important point: suit the destination to the traveler.

I'll never forget walking into a garment factory and being greeted by ten rows of sewing machines with about 15 machines per row. Each of the machines had the same little old lady meticulously sewing away. They reminded me of my grandmother. You know the type—silver hair which is neatly wrapped in a netted bun; figures which indicated years of wholesome home-cooking; and each with the same heart-warming grin that made me happy to stand before them. I was escorted by a young man with fashionably long hair and modern attire to his office where we began to discuss the destination for their annual company-sponsored trip. When I asked where he was planning to go, he replied: "Jamaica, mannn". And I looked outside his glass-enclosed office at those cherubic ladies, trying desperately to envision them having a good time on a beach at Negril or Ocho Rios while dancing to the beat of a steel drum reggae band. In one fell swoop, I rendered my opinion and lost the account. Oh well . . . , at least I can sleep at night.

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For many employee groups, particularly retirees, consider passive sightseeing trips. Currently, New England in autumn is the most popular destination for passive sightseers. Its colors are vibrant and its heritage deep. Active sightseeing, on the other hand, would be desirable for younger, more physically active groups or special interest groups. Ski tours, river rafting and hiking are among this year's trends.

The question of international travel is another ever-present consideration to be aware of in plotting the group's destination. The success of an international travel program seems to be very dependent upon the relative state of the U.S. economy. In recent years, the U.S. dollar has not fared very well abroad. Ten years ago, Europe was truly a bargain. A traveler could make up the cost of his or her airfare in the savings which good exchange rates afforded on ground arrangements.

Four years ago, on the other hand, I paid \$150 U.S. dollars for a hotel room in Zurich, \$30 for an average dinner, \$6 for a beer, \$2.50 for coffee. Things are beginning to turn around now. Although exchange rates have not returned to their past levels, the U.S. dollar is bringing more abroad now than it has in several years, and the travel statistics bear that out. This year has been a recent landmark in terms of the number of U.S. passports issued. However, transportation rates have risen in accordance with fuel and labor increases—without any signs of reversal.

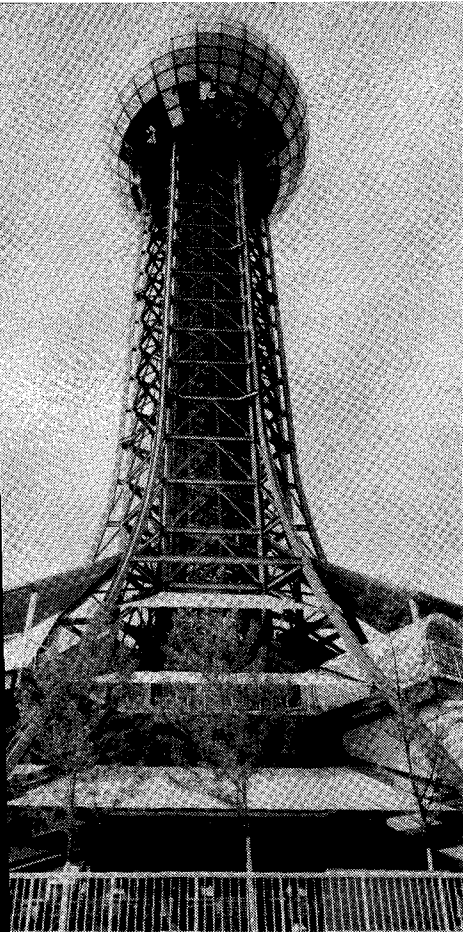
I personally believe that most travelers who inquire about going abroad should first examine the attractions North America has to offer. To experience a French cultural environment, try Quebec, Canada. Skiing the Colorado Rockies can be just as thrilling as the Italian Alps. This is not to deny the benefits of traveling abroad, but in these economically troubled times, people seem more attuned to saving the trans-oceanic airfares; doing away with two full traveling days; and not even having to cope with inordinate amounts of jet-lag as a result of time zone differences.

Incidentally, the exchange rates for North American international travel have never been better than they are now. Your U.S. dollar will return \$1.25 Canadian (after a long tradition of running very nearly even); and in Mexico, the exchange rate is fluctuating near 100 pesos (more than four times what it would have brought two years ago and twelve times the rate of less than a decade ago).

What? a question of planning the program

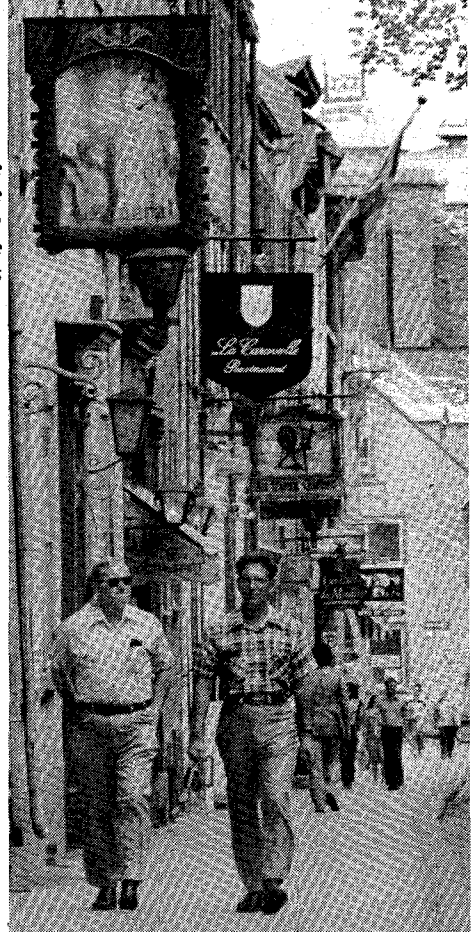
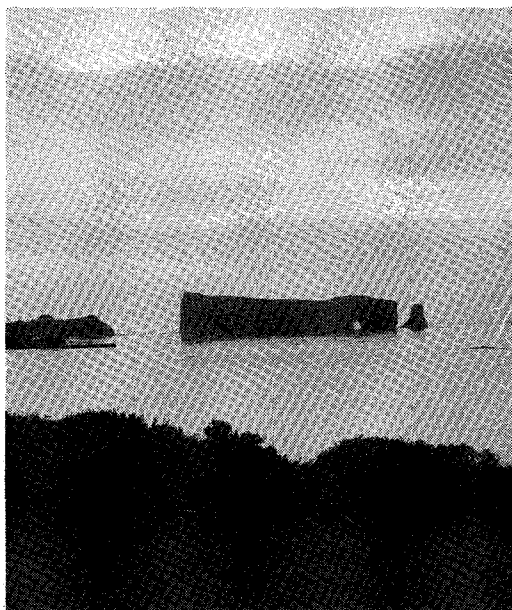
Once you've settled on a destination, it's time to consider the elements of your program. Do you want much free time, or more planned activity? What types of cultural events would be popular? Are your group's tastes suited to Andres Segovia, or maybe Alice Cooper? Would they sooner eat at McDonalds or Maxim's? Some destinations can satisfy all palates, regardless of individual taste. Consider, for instance, special events.

This year we have the World's Fair-Energy Expo '82 in Knoxville, Tennessee. There were many mixed re-



North America offers something for everyone. (At left) Reaching 266 feet into the sky covered with 24-karat gold dust is the theme structure of the 1982 World's Fair in Knoxville, the Sunsphere.

Québec is a unique and exotic mix of French culture and the New World. (Below) Village lights dot the coast which greets the waters around Percé Rock in Québec's Gaspé Region. (Right) Old World cuisine meets New World palates in the French restaurants lining the streets of Québec City.



photos at right courtesy of Québec Government Office of Tourism

actions to the fair. In light of its proximity to the Smoky Mountains, my company elected to recommend a combination of the two. After having surveyed literally thousands of people, our passengers rated the program at 75% excellent, 23% good, 2% fair, and not even a single respondent labelled it as poor.

These types of special events have powerful effects on the travel industry. Millions of vacationers who may normally have spent their time in other areas of the country (or the world) suddenly converged on Knoxville. This traffic had two distinct effects: it delighted the visitors whose interests brought them to the fair while, at the same time, it created some great bargains in the areas which were previously accustomed to serving the multitudes of vacationers who had re-routed to Knoxville.

When? timing the employee trip

Special international events attract millions—some of whom could be your employees. There are two more World's Fairs scheduled to be held in North America in the near future. In 1984, New Orleans, Louisiana, will be hosting an exposition with a thematic focus on: "The World of Rivers—Fresh Water as a Source of Life", which will explore the impact of rivers and fresh water on all aspects of the quality of life of mankind. In 1992, Chicago, Illinois, will be hosting a fair (which occurs on the 100th anniversary of the last Chicago World's Fair of Ferris Wheel Fame) the theme of which has not yet been announced.

For the Biblically attuned, 1984 will bring a special 350th anniversary presentation of the Passion Play in Oberammergau, Austria, which is customarily presented during the summer at the turn of the decade (1960, 1970, 1980, etc.).

When considering special events such as this, you are more or less bound to their schedules. However, the timing of your program may be a key to its success.

There are other factors that may have significant impact upon the scheduling of your company trip. Pay very close attention to special holidays when people generally prefer to be at home with their families. On the other hand, a plant shutdown period may be the perfect time to offer your employees a travel alternative. Try to consider that which will benefit the greatest number of people. You can't offer travel on a schedule which suits everyone.

How much? is less always best?

Everyone wants to feel as though they have received a good value in any purchase they make, and travel is no exception. However you slice it, the age old axiom "you get what you pay for" has real merit.

Any knowledgeable, reputable travel professional will be happy to assist in searching for good value for your dollar. We try to stay on top of all areas of potential savings from new hotel/motel openings to the devel-

(continued on page 34)

ON THE GO?

TRAVEL TERMS TO GET YOU THERE

The following travel terms and their definitions are a few of the many found in the American Bus Association *Travel and Tour Dictionary*. The terms, originally printed in the September 1981 issue of *Recreation Management*, have been updated by Thomas Frenkel, Corporate Relations Director for Presley Tours, Inc.

According to Frenkel, using these terms will help you command respect when dealing with a travel professional. "You'll receive much better treatment," noted Frenkel, "when speaking with a provider of travel arrangements when you walk in saying: 'I'm looking for an inclusive tour for 50 passengers to a warm-weather destination in February'; as opposed to 'I think our employees might like to take a trip this winter . . . and being prodded for more information.'" No one will expect you to be a travel maven; however, doing a little research into the desires of your employees and expressing those desires in an organized fashion will help to set the demeanor for your travel planning meetings.

ACCOMMODATIONS

Adjoining Rooms—Two or more rooms side by side with or without a connecting door between them.

Connecting Rooms—Two or more rooms with private connecting doors permitting access between rooms without going into the corridor.

Double—A room with one large bed for two persons.

Efficiency—An accommodation containing some type of kitchen facility.

Hospitality Suite—A parlor with connecting bedroom(s) to be used for entertaining.

Quad—A room that can accommodate four persons.

Single—A room to be occupied by one person.

Studio—A one-room parlor set-up having one or two couches that convert to a bed.

Suite—A parlor connected to one or more bedrooms.

Twin—A room with two single beds for two persons. Beds can be adjoining with a common headboard.

Twin Double—A room with two double beds for two, three or four persons; sometimes called a "family room" or a "double-double."

BEST AVAILABLE—A reservation pledging a principal (a) to provide some sort of accommodation and (b) to upgrade the client if possible.

CONFIRMED RESERVATION—An oral or written statement by a supplier that he has received and will honor a reservation. Oral confirmations have virtually no legal worth. Even written or telegraphed confirmations have specified or implied limitations. For example, a hotel is not obligated to honor a reservation if the guest arrives after 6 p.m., unless late arrival is specified, and payment guaranteed.

DELUXE—In travel usage, presumably "of the highest standard." A much misused, and in many respects, meaningless term except where employed as part of an official rating system.

DEPOSIT RESERVATION—An advance payment which obligates a hotel to hold a room for an upcoming arrival. Most commercial hotels do not feel obligated to refund deposits unless reservations are cancelled at least 48 hours in advance. Cancellation policies at all hotels vary and should be verified in advance.

EUROPEAN PLAN—A hotel rate that includes room only; any meals are extra.

EXTENSION—A trip to be taken before, during or at the conclusion of a basic tour for which all reservations and arrangements can be made and usually optional for members of a tour group at additional cost.

GROUND OPERATOR—A company or individual providing such services as hotel accommodations, sightseeing, transfers, and other related services.

GUARANTEED TOUR—A tour guaranteed to operate.

HIGH SEASON—The period of the year when occupancy or usage of a hotel or attraction is normally the highest. High usage also invariably means higher prices for rooms or admissions.

HOSTEL—Historically synonymous with hotel. Common usage: an inexpensive, supervised lodging, particularly for young people.

HOTEL CLASSIFICATION—There is no official classification or accepted rating system for U.S. hotels, but the following definitions are generally understood throughout the U.S.:

Deluxe—A top-grade hotel, all rooms have

private bath; all the usual public rooms and services are provided; a high standard of decor and services is maintained.

First Class—A medium-range hotel; rooms have private bath; most of the usual public rooms and services are provided.

Tourist (Economy or Second Class)—Budget operations; most have private baths; services may be very limited.

INCLUSIVE TOUR—A tour offering all or most services—transportation, lodging, meals, escort services, portage, sightseeing, etc., for a pre-established price. The terms "all-expense" and "all-inclusive" are much misused. Virtually no tour rate covers everything. The terms and conditions of a tour contract should specify exactly what is covered.

LAND ARRANGEMENTS—All services provided to a client (except ongoing transportation by public carrier) after he has reached his destination.

LOW SEASON—That time of the year at any given destination when tourist traffic (and often rates) is at its lowest.

MEALS AT HOTELS:

American Plan—Includes three full meals and room.

Bermuda Plan—Includes a full, American-style breakfast and the room.

Continental Breakfast—Consists of juice, toast, roll or sweet roll and coffee or tea/milk.

European Plan—No meals included in room rate.

Modified American Plan—The rate includes breakfast, dinner and room.

OFF-PEAK—In reference to a fare or a hotel rate, during period(s) other than those that are usually busiest.

ON REQUEST—Term used by hotel reservation services indicating they cannot confirm the room at the requested hotel, but that a confirmation must be obtained directly from the hotel.

OPTION—A tour feature extension or sidetrip offered at extra cost.

PACKAGE TOUR—A package tour is a saleable travel product which offers at an inclusive price, several or more travel elements which would otherwise be purchased separately by a traveller. A tour package can include, in varying degrees, any or all of the following elements: lodging, sightseeing, attractions, meals, entertainment, car rental, transportation by air, motorcoach, rail, or even private vehicle, and it may include more than one destination. A package has a predetermined inclusive price, number of features, and

length of time, but can offer additional optional elements which permit the purchaser to extend the length of the package or purchase added features.

RESPONSIBILITY CLAUSE—That section of a brochure that spells out the conditions under which a tour is sold. It should include the name(s) of the company or companies which are financially responsible.

RETAIL TRAVEL AGENCY—A business establishment engaged in selling transportation and other travel services and products as an agent commissioned by the provider of such services or products.

ROOM RATES:

Day Rates—Usually one-half the regular rate of a room for use by a guest during a given day up to 5 p.m. Sometimes called a "use rate."

Group or Flat Rate—Specific room rate for a group agreed upon by the hotel and group in advance.

Net Wholesale Rate—A rate usually lower than the group rate, applicable to groups or individuals when a hotel is specifically mentioned in a tour folder. This rate is marked up by the wholesale sellers of the tour to cover distribution, promotion and retail commission costs.

Rack Rate—The current rate charged for each accommodation as established by the hotel management.

SCHEDULE AIRLINE—A domestic or international airline certified to service designated

routes according to stipulated schedule. Scheduled carriers may also operate charter flights.

SERVICE CHARGE—(a) a specified percentage of a hotel bill (usually 10% or 15%) assessed against a guest; in return the guest presumably is relieved of the responsibility for tipping. (b) a fee charged to a client by a travel agent for services rendered to him in addition to the commissions paid to him by the supplier.

SHOULDER PERIOD—A calendar period between a peak season and off-season. Airlines, for instance, generally offer promotional fares during off-season or shoulder season periods.

TOUR BROKER—A bonded company or individual licensed by the Interstate Commerce Commission to operate motorcoach tours beginning and extending to points in the United States as permitted by the scope of their license.

TOURISM—The business of providing and marketing services and facilities for travelers. Thus, the concept of tourism is of direct concern to governments, transportation carriers, and the lodging, restaurant, and entertainment industries, and of indirect concern to virtually every industry and business in the world.

TOURIST—Any person who travels in excess of 100 miles from home except on a commuter basis.

TOUR OPERATOR—A company which cre-

ates and/or markets inclusive tours and/or performs tour services and/or subcontracts their performance. A tour operator has responsibility for advertising, selling, folder distribution, and reservation operations of a tour. Many tour operators sell through travel agents and directly to clients.

TOUR OPTION—Any component of a package tour that is not included in the package price but may be purchased as an added feature or to extend the length of the package. Tour options are purchased at additional cost.

TOUR ORDER—A coupon given to the purchaser of a tour package, identifying the tour, the seller, and indicating that the tour is prepaid. The purchaser then uses this form as proof of payment and receives vouchers for meals, baggage handling, transfers, entrance fees, etc.

TOUR VOUCHERS—Documents issued by tour operators to be exchanged for accommodations, meals, sightseeing, and other services. Sometimes called coupons.

WHOLESALER—A company that usually creates and markets inclusive tours for sale through travel agents. Often used interchangeably with tour operator, but several distinctions might be drawn, (a) a wholesaler presumably sells nothing at retail; a tour operator often sells at both the wholesale and retail levels. (b) a wholesaler does not always create his own products; a tour operator virtually always does. (c) a wholesaler is less inclined than a tour operator to perform local services. Industry reportage often fails to make distinctions. ☹



Anthony J. Alessandra, PhD.
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Dr. Anthony J. Alessandra is a nationally noted professional speaker who averages over 100 paid speeches each year. Tony is the author of many articles and books including **Non-Manipulative Selling** and **The Art of Managing People**. Besides playing a leading role in the top-selling film, "The Power of Listening," Tony is under contract with Walt Disney Productions to develop a series of sales training films based on his book.

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Laughter echoing from the cliffs which encircle the river. Paddles splashing at swirling currents. Rafts spinning through thunderous waves. The

by Kimberly A. Thomas

Less than twenty seconds after rafts are launched on the Lehigh River near White Haven, Pennsylvania, they are quickly swept downstream toward the rapids. The rafts twist and spin, bouncing like bumper cars off boulders and each other. The river turns sharply to the left and large waves crash against the rubber boats, dousing the rafters indiscriminately. Only the loudest and shrillest screams of

glee can be heard above the roar of the rapids.

Several hundred yards later, the rafts emerge into the serenity of a deep amber pool. Here, the current calms, the sounds of wildlife come alive and the roar of the rapids fades into the distance. For a few moments, there is time to relax and enjoy the splendid beauty and solitude of this wild and scenic river.

But such relaxation is only temporary. For soon, the faint murmur of yet another set of rapids can be detected downstream. Within minutes, the whisper of distant white-water becomes the roar of imminent rapids, and the rafts are once again immersed in swirling currents and thundering waves.

From the first set of rapids to the last, whitewater rafting promises one

breaking



le characteristics belong to one of the fastest rising, off-beat outdoor experiences: whitewater rafting.

thing: a day full of fun and outdoor adventure; a day characterized by paddles splashing at swirling currents, sparkling water racing noisily over steep ledges, rafts bouncing and spinning through standing waves of the rapids; and laughter echoing from sheer cliffs which encircle the river. Quite simply, whitewater rafting means non-stop excitement and adventure. Experts agree that it is ideal

for company outings, school field trips, church and youth groups, families and anyone else looking for a change of pace and an unforgettable outdoor experience.

The masses have indeed caught on to this venturesome sport. One-hundred and twenty-thousand rafters have visited the shores of the Lehigh River escorted by Whitewater Challengers (a NESRA Associate mem-

ber) in the past eight years.

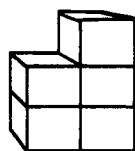
"Whitewater rafting offers something for everyone," noted Kenneth Powell, President of Whitewater Challengers. "It's appealing in terms of excitement and challenge. Even though the professional guides accompany our rafts, there is still the element of the unknown in the river—

(continued on page 32)

waves

The National Employee
Services and Recreation
Association will be

“Building for Excellence”



BOTTOM LINE	PRODUCTIVITY	RETURN ON INVESTMENT	LIFESTYLE
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at its
42nd Annual Conference and
Exhibit

May 5–8, 1983
Hyatt Regency Columbus
Columbus, Ohio

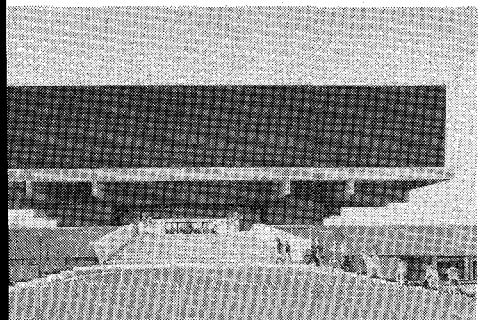


NESRA

Consider Columbus... we've got it all together.



The city of Columbus (above) plays host to one of the finest state museums in terms of both exhibit and architectural quality. This museum (below) includes authentic displays on the growth of Ohio, the life and customs of Ohio's prehistoric people, and the birds and mammals of Ohio.



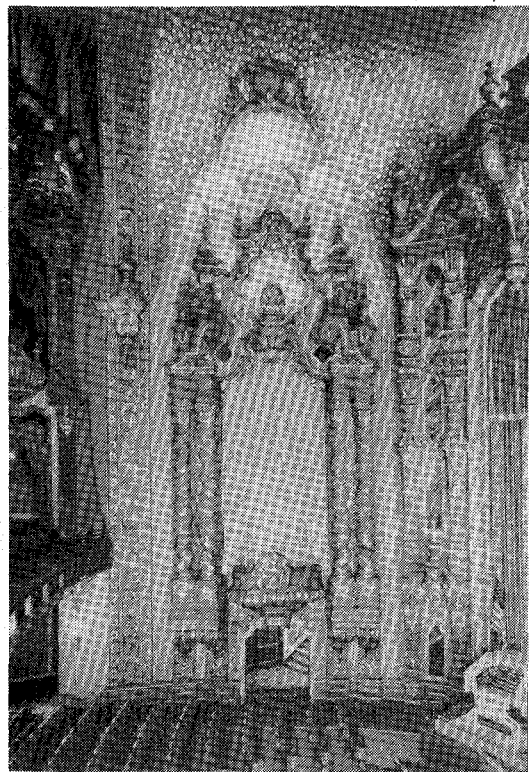
The plan is to build for excellence. This year's site is the Hyatt Regency in Columbus, Ohio. Architects working on the project include NESRA delegates, exhibitors, spouses and students. For them, the temporary workplace May 5-8, 1983 should feel quite like home.

Even those who join the construction outside of the Central Ohio Employee Services and Recreation Association won't be strangers for long in Columbus. Ohio residents boast of their reputation for Midwestern friendliness. Conference attendees will find them eager to make NESRA's stay in their city as pleasant as it can be.

The population of Columbus is a cross section of the population of the United States. So much so, in fact, that manufacturers frequently test market new products here. Columbus people represent a variety of backgrounds, technologies, interests and occupations, for the city's employment base is wide and diverse.

Influencing the cultural mix is the fact that Columbus is the home of

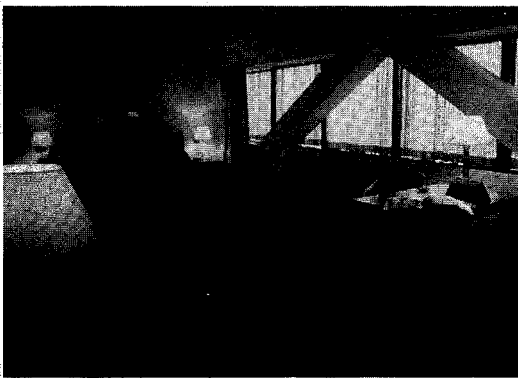
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With its nearly perfect acoustics, the elegantly restored Ohio Theatre is home for the Columbus Symphony and is solidly booked for concerts, plays, ballet performances and community musical productions year-round.

All photos on this page courtesy of Columbus Convention and Visitors Bureau





Consider Columbus . . .

(continued from previous page)

the world's foremost research laboratory, the largest university campus in the nation, and several smaller, widely diversified colleges and universities. Many corporations have their world headquarters there, including the home offices of 44 insurance companies.

The gamut of popular taste is reflected in the city's diverse offerings of all kinds. Professional baseball and college football; a resident symphony orchestra; live theatre—on collegiate, community and professional levels; harness and running races; and frequent appearances by touring ballet, opera and theatre companies—all are part of the Columbus cultural and entertainment scene.

The Hyatt Regency Columbus at Ohio Center is located on the north rim of downtown Columbus, 12 minutes from Port Columbus International Airport. Within walking distance are all major corporate office complexes, the State Capitol, the Columbus Art Gallery, the Center of Science and Industry, and other points of interest.

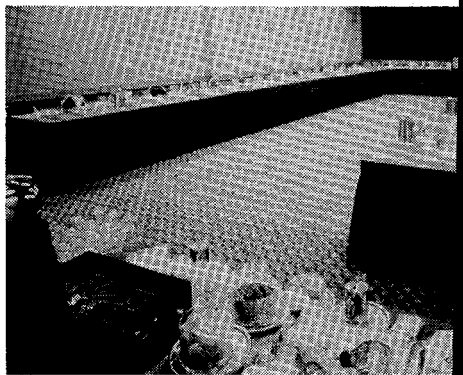
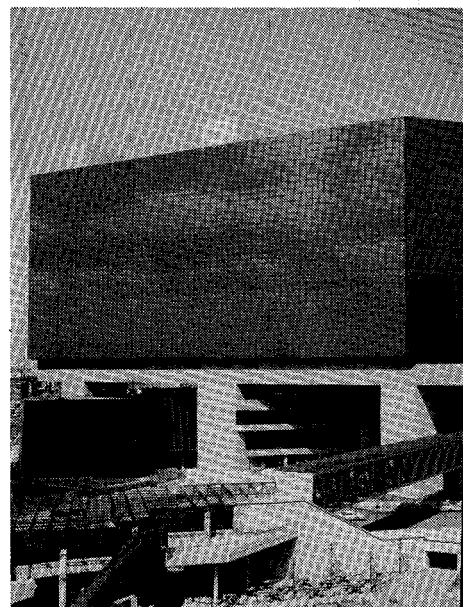
Beautiful furnishings and sophisticated decor are highlighted throughout the twenty-story structure. 631 rooms, including 44 suites and 29 Regency Club rooms, offer the ultimate in comfort. And the "Touches of Hyatt"—selected soaps and toiletries, living plants, a clock radio, and at bedtime, a goodnight mint on your pillow—make every stay extra special.

For exceptional cuisine or intimate cocktails, NESRA conference participants can choose from the outstanding restaurants and lounges in the multilevel glass gallery. From a light snack to a full meal, the selection is extensive and imaginative at the Glass Garden Terrace. Or dine on exquisite gourmet specialties at the Peppercorn Duck Club. For evening entertainment, stop in at Dooley's, the adjoining lounge, or relax in quiet conversation in the plush Galleria Lounge.


A glass-enclosed swimming pool with a separate whirlpool is yet another bonus for conventioners. After a swim, conference participants can then spend time on the main concourse where the Ohio Center Fashion Mall offers more than fifty diversified shops.

For more active pursuits, the Guest Services desk in the lobby will arrange for a round of golf at one of several nearby golf courses. Or conventioners can tour Ohio State University just a few minutes away, and enjoy the home of the best in Big Ten football.

Columbus promises to lay a sound foundation for NESRA delegates, exhibitors, spouses and students—the



The "Touches of Hyatt": (top left) An atrium lobby, (bottom left) spacious rooms, and (bottom right) luncheon facilities—all encased in an architectural wonder (top right).

builders and architects who plan to build for excellence May 5–8, 1983. The construction, upon completion, is sure to be an enviable edifice. 

**COLUMBUS
WERE MAKING IT
GREAT**

NEWS IN BRIEF

Productivity: The Workplace's Main Concern

Office productivity is getting a closer examination from many companies, according to the *Wall Street Journal*.

The concern over boosting productivity now extends to office professionals and managers, says John Conwell of Office Technology Research Group, a Pasadena, California group that works to improve output. He says the current trend is to provide managers with small computers to make complex decisions quickly. The object is "a better return on the mental contribution" of managers, rather than actual cost savings, he says.

Bechtel Corporation began such a program three years ago, says Kathy Richards, manager of office systems. She says the firm's engineers do "a lot of 'what if' kind of things" with diagrams on computers. She adds that other executives use computers to get and send messages, which reduces "all the telephone tag."

Population Continues To Explode

The Census Bureau reports that the U.S. population grew 2.8 million in the 15 months after the 1980 census. More than half of that growth, 1.5 million occurred in just three states: Texas, California and Florida.

Ohio, Michigan, Indiana, Iowa and South Dakota have lost population since 1980.

Travel is Second Largest U.S. Employer

Travel and tourism directly generated more U.S. jobs than any other private industry in 1980 except health services. Travel was the top source of jobs in 12 states and among the top three employers in 35 states.

The U.S. Travel Data Center's fourth annual estimates of the economic contributions of travel, *The Economic Impact of Travel on State Economies, 1980*, was recently released. The study revealed that Americans spent \$161 billion while traveling in their own country and its territories during 1980, and foreign visitors spent another \$10 billion. The

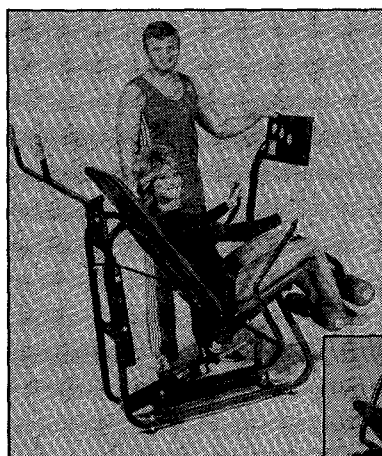
total spent in the U.S. was a 15-percent increase over the 1979 total. Travel spending comprised 6.6 percent of the gross national product for the year.

The average travel dollar generated 22 cents in wages and salaries for employees, and it contributed more than 10 cents in revenue for federal, state and local governments.

(continued on page 36)

HYDRAFITNESS There's Nothing Else Like It

The TOTAL POWER features the exclusive HYDRAFITNESS Omnikinetic Resistance: Total Dynamic Accommodating Resistive training which emphasizes concentric (positive) reciprocal muscle work.



7 Exercises

- Chest Press
- Chest Row
- Leg Extension
- Leg Flexion
- Shoulder Press
- Lat Pull
- Abdominal Crunch



- 6 Resistance Levels
- Read out gauge for each exercise
- L.E.D. 20 second timer

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A breath-taking cruise in the Caribbean complete with moonlight, open seas and eight-course meals. . . A comfortable flight across the Atlantic to the European countries so richly steeped in history. . . A weekend excursion to the 1982 World's Fair, a veritable melting pot for the energies of the world. . .

These thoughts are more than the kind of stuff dreams are made of. They, in fact, provide a very non-fictional base for many employee travel programs.

Whether your company is large or small, service or product oriented, your employees occasionally need a change in their environment. And, as the employee services and recreation manager, you can provide them with the mechanism for their much-needed escape from the assembly line or office: travel.

"Travel's a service which all employees, their families and friends can take advantage of," explained Flores Hess, Activities Coordinator for the State Farm Insurance Company in Bloomington, Illinois and seven-year coordinator of her company's travel program. "Our travel program is popular because it's economical. Employees save money by taking advantage of the discounts we offer them; and, they save time by letting us take care of the paperwork. Because we handle initial reservations, deposits and other paperwork, our trips are lower priced than those offered directly by a travel agent."

"I think there's also a security fac-

tor involved in the popularity of the travel program," Hess added. "Employees feel safer taking a trip which the company has already examined."

"It takes time to generate interest in a travel program," she emphasized. "It also takes time to learn how to effectively coordinate such an employee service."

For the company without an established travel program, Hess offers these suggestions:

- **Take a survey of employee interests before any program is organized.** The program coordinator needs to know what kind of trips will satisfy employees—adventure weekends? ski trips? vacations to Europe? charters to Las Vegas?

"You've got to know your people," reiterated Hess. "You've got to know what they expect to get out of a travel program. There's no sense in setting up a ski trip if no one in the workplace skis."

- **Put out bids to travel agents.** Once you determine what trips are desired, send the information to local travel agents and wait for their bids.

"I suggest using a travel agent, particularly if this program is a new venture," stated Hess. "They can save you time and ensure that all details are covered."

- **When proposals from area travel agents return, carefully exam-**

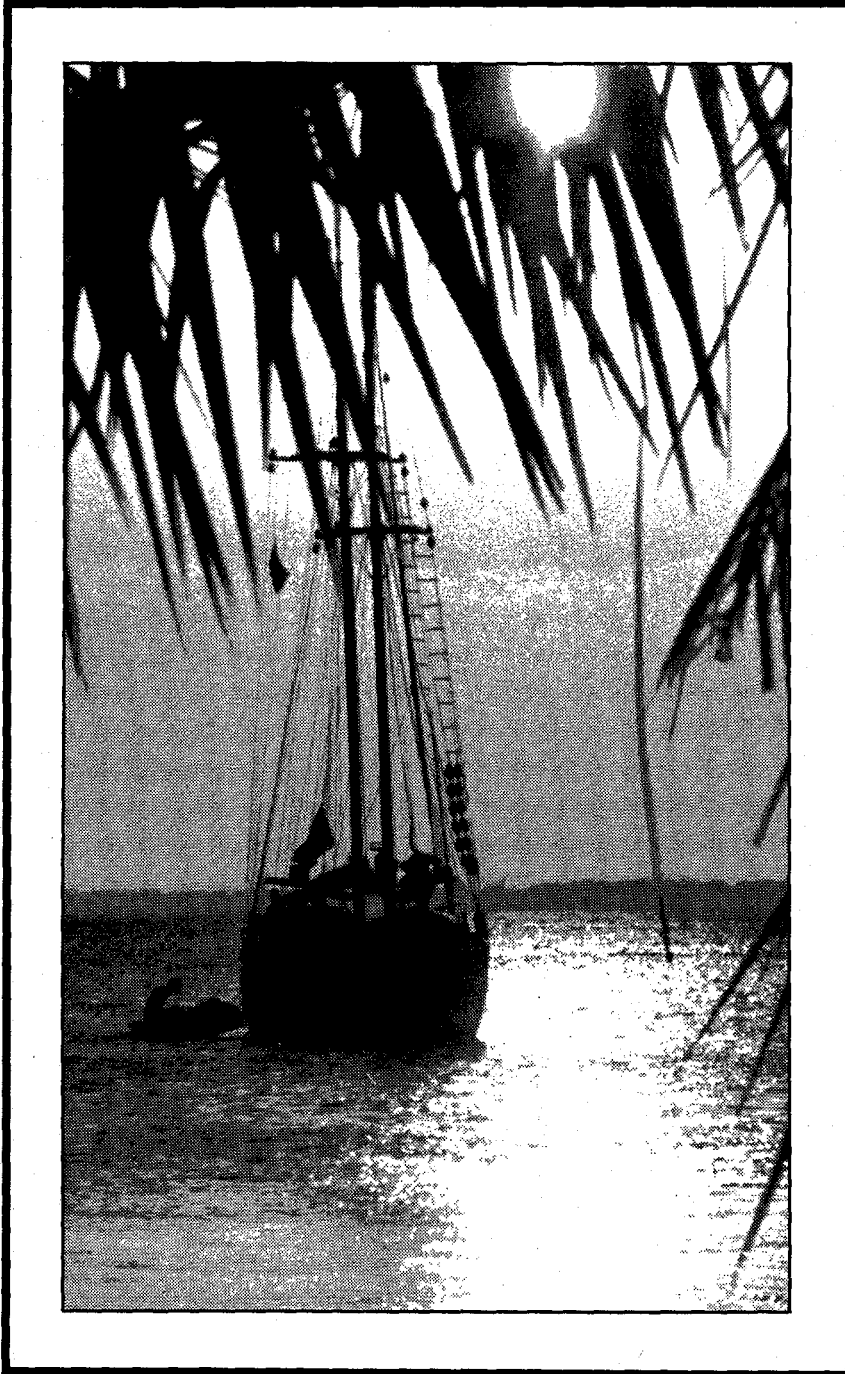
ine them. Make sure each proposal coincides with your initial specifications. If you requested a price for a non-stop flight to New York for 30 people, make certain that this is what the travel agent gave you.

- **Investigate the travel agency which offered you the best proposal.** Check out their organization to make sure they are accredited and reliable. Though most travel agencies save you time, some can be quite costly if they do not perform up to your expectations.
- **Promote the trip and generate interest through communication vehicles such as the company bulletin board, newsletters and memos.** Simple flyers produced in-house can carry the message well. In addition, many travel agencies will provide attractive publicity for your trip as it often means more business for them.
- **Begin signing up employees, their families and friends for the trip you are offering.** You need at least ten people to justify any program. If less than ten people demonstrate interest in a vacation package, you may wish to involve other local companies in the trip or look for an alternative vacation plan.
- **Obtain at least one other person in-house to assist you with paperwork, publicity and other details.**

(continued on page 35)

LAUNCHING

an employee travel program



by Kimberly A. Thomas
with Flores Hess, Activities Coordinator,
State Farm Insurance Company

NESRA NEWS

Seven NESRA Members Announce Candidacy

Seven NESRA members officially an-

nounced their candidacy for the open 1983-84 national executive board positions. Elections for President-Elect and the National Vice-Presidents will be conducted in October.

Elizabeth Burchard, Northwestern Bell, Phyllis Smith, Hughes Aircraft Company, and Richard Wilsman, Johnson Wax, are candidates in the race for President-Elect. This three year commitment involves respon-

sibilities as President-Elect, President and Immediate Past-President.

Seeking a second term as Vice President of Public and Government Affairs is Alan Benedeck, Allstate Insurance Company. Also running unopposed in the upcoming election is Alice Bucca, Digital Equipment Corporation, candidate for the office of Vice President of Research and Professional Development.

Vying for the office of Vice President of Finance and Treasurer are Edward Hilbert, Batelle Memorial Institute, and Ronald Jones, Oneida Silversmiths.

The election slate, which now consists of biographical information and photos, was distributed to NESRA voting members earlier this month. Election ballots will be mailed in October.

Instrumental in slating the 1982 candidates were members of the Nominating Committee: Ken Wattenberger, CESRA, Chairman; Bob Crundstedt, Honeywell, Inc; Erdeen Harper, CESRL, Nationwide Insurance; Ron Jones, CESRA, Oneida Silversmiths; and Ron Willard, CESRA, United Services Automobile Association.



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Region IV Golf Tournament Set

A hole in one on number eight at the Bay Tree Golf Course in Myrtle Beach, South Carolina will mean a new Dodge Omni (donated by the DuPont Savannah River Plant) for the lucky golfer in the Region IV NESRA Golf Tournament.

For \$20 per person, golfers can enter the tournament scheduled for October 15, 16 and 17. Playing a handicapped course, winners will receive NESRA team trophies and other individual awards.

Other highlights at the weekend event include: Saturday night festivities with a live band; a fashion show

(continued on page 35)



Federal Regulation of Personnel and Human Resource Management

By James Ledvinka (Van Nostrand Reinhold with Kent Publishing, 135 West 50th Street, New York, New York, 10020, (212) 265-8700, 272 pages, \$19.95)

This compact volume provides a new approach to the constantly changing regulatory situations employers face as it concerns personnel and human resource management.

The recent avalanche of federal regulations in personnel and human resource management has dramatically transformed the relationship between employers and employees. Employers can no longer deal with employees in an arbitrary or even "common sensical" manner, but must adhere to a wide range of strict rules and standards. To do this with a minimum of legal problems and expense, it is imperative to understand and keep abreast of the regulatory process.

Key regulations covered include those in areas such

as equal employment, job safety, and retirement benefits. James Ledvinka especially focuses on legislation that has the most effect on management policies.

This handy reference covers all aspects of the three main areas of regulations governing personnel and human resource management:

1. **Equal Employment Opportunity**—sex discrimination, age discrimination, religious discrimination, handicap discrimination, Affirmative Action programs
2. **Employee Safety and Health**—workers' compensation laws, the Occupational Safety and Health Act, the impact of OSHA
3. **Employee Pension and Benefit Plans**—the operation and problems of retirement plans, the provisions and impact of the Employee Retirement Income Security Act, and more

Also discussed are regulations concerning unemployment compensation, wages, and access to confidential employee information.



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**President's Council
on Physical Fitness
and Sports.**

ENERGY FOR AMERICA – IT COMES FROM EXERCISE

President's Word

(continued from page 5)

The academic members among us should also be aware of the benefits NESRA offers to students and institutions. Internship opportunities, scholarship availability, a built-in research population, speaking opportunities, and the ability to facilitate publishing of research are among the key benefits derived from involvement in NESRA.

In keeping with our discussion on professionalism last month, members that become eligible should investigate the requirements for Certified Employee Services and Recreation Administrator/Leader. This area of involvement is important as a professional in a national professional organization.

When elections are completed in October, I also plan to involve people not already in a working capacity for NESRA. It is my plan to select members at large to serve on the committees of the Board of Directors and work with the various vice-presidents and chairmen toward the completion of their responsibilities. It would not require attendance at board meetings, but the intent would be to educate previously uninvolved members as to the working of the NESRA Board of Directors.

A second objective in this move is to draw on the extensive resources and ability that exists within our membership. I would appreciate hearing from any of you that might be interested in becoming involved on a NESRA committee.

Finally, I would like to encourage you to consider any of the suggested ways to become involved in NESRA and even think of other ways to do so. Also, search for other members and non-members who would benefit from the services that we can provide. By involving yourself to benefit your corporation, institution and employees, you can realize the strength and dynamics that *OUR* organization needs to fulfill its goals and objectives.



IDEAS CLINIC



by
Melvin C. Byers, CESRA
NESRA Consultant

Q Every year we encounter some volunteers serving as chairpersons, or even elected officers, who fail to perform as anticipated. Because the employee group daily shares in the working environment, we feel that embarrassing those who fail to fulfill their responsibilities by replacing or impeaching them would create dissension and damage relations in the workplace. What is the answer to correcting this condition without degrading the appointed or elected person and destroying a productive environment?

A One simple method to alleviate the problem of less-than-competent officers or chairpersons is to convince the individual that he or she could use some help in tackling the required duties. A co-chairperson or assistant should then be selected to aid the employee association leader.

Another method, quite similar to the one just mentioned, involves carefully reviewing all of the responsibilities to be assumed by the officer. Specific duties can be isolated and then assigned to another member of the organization in order to lessen the workload of the struggling officer.

Every committee or officer assignment is an educational training exercise and may require the director's involvement through much of the new leader's orientation. Often, this mentoring process becomes a tool for educational development that will result in a competent and respected leader both in and outside of the employee organization. By constantly monitoring the individual in the leadership position, the employee association director has an opportunity to discover how much leadership ability is present, and what potential can eventually be reached.

Of course, the director cannot expect everyone to perform at the same level. Some people have limits as to what they can accomplish. The limitation may be a lack of interest in the assigned duties, a lack of knowledge as to what is expected, time constraints, or simply

an inability to coordinate and assume an authoritative leadership position.

Through the process of selecting leaders, directors have the advantage to observe the potential leaders by determining what abilities they possess and where best they can serve. This requires knowledge about your people and your company, as well as an element of human instinct. Your knowledge, experience and instinct becomes most valuable to you and your company when recommendations are needed for capable individuals who can handle diverse assignments and responsible positions.

Your job as a director is two-fold: first, you must discover, and secondly, prepare volunteers and elected persons for greater responsibilities. Employee services is in itself an excellent training ground and an opportunity for the director to teach and develop those who show interest to learn and improve their skills of management and coordination.

Though many people can be self-taught, most improve their skills and their interests best when assisted by a good teacher. Many coaches have trained the weakest players to become outstanding star performers. The most effective coach must know when to play and when to bench a player for the betterment of the team.

We have evidence of highly placed executives in





(continued on page 34)

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WALKER'S CAY

HOTEL AND MARINA

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Breaking Waves

(continued from page 21)

it is, undoubtedly, an adventure" and, in addition to the excitement of whitewater rafting and the attraction to the outdoors, this sport's quite economical."

For a full day's run, whitewater rafting packages generally cost between \$30 and \$50. And this figure includes all of the rafters' equipment—lifejackets, rafts, paddles, bailers, waterproof containers and shuttles to and from the river.

"Whitewater rafting is a sport so many can enjoy," added Powell. "We host people from 10 years of age to 60. Even more important to whitewater rafting's popularity, is the fact that rafters don't have to be outdoorsmen or athletes to enjoy the rapids. It's non-competitive in nature and, interestingly enough, rafting is even more fun when it's done wrong."

Though the river ride provides the much sought-after adventure, white-

water rafters begin their trip rather quietly. Before entering the raft, they learn from professionals how to steer their rubber boats, how to sit in the rafts without falling out and what to expect from the river during their whitewater adventure.


This emphasis on safety can be found with two NESRA Associate members who offer whitewater rafting trips for companies as well as individuals: Whitewater Challengers, located in White Haven, Pennsylvania; and Rocky Mountain Expedition, situated in Buena Vista, Colorado.

"Employee Services and Recreation Managers should follow a number of steps to ensure a safe trip for the employees," advised Al McClelland, owner of Rocky Mountain Expeditions and retired Coast Guard officer. "First of all, managers should consult with their state boating reg-

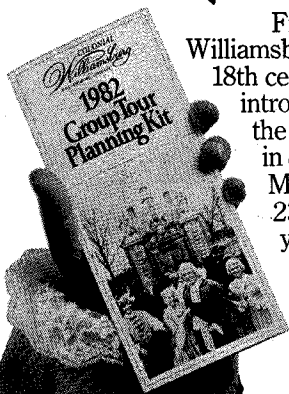
ulation office to learn the boating safety laws. They should then visit the rafting site to make sure it's a professionally operated business. Having safe equipment is just one example of the pre-requisites to look for. Thirdly, the company representative should confirm the price quoted by the outfit. The cost of the trip should be lower for the company employees than for the average retail consumer. Also, the person coordinating the trip should make sure the rafting organization will insure the company against any accidents. And finally, all reservations, cancellations and deposits must appear in writing to guard against possible problems."

"Once the manager thoroughly investigates the raft company," continued McClelland, "he or she can schedule more whitewater rafting trips for employees with little effort."

For some Employee Services and Recreation Managers, whitewater rafting trips are a routine offering in the travel program. These low-cost, venturesome vacations can be literally hassle-free for both the trip coordinator and the vacationer. The only things rafters need are an extra set of dry clothing and an adventurous spirit to carry them down the river in their rubber boats.

For many companies, such as Hughes Aircraft in Fullerton, California, and Martin Marietta Aerospace in Denver, Colorado, whitewater rafting is the answer to an off-beat, low-cost, high-spirited outdoor experience. 

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SERVICES & ACTIVITIES

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Free Clerical Services—Provided by NESRA for intra-membership communication.

Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NESRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

The Great Escape

(continued from page 17)

opment of satellite navigation systems for airlines which will allow them to travel straight-line courses to their destinations. (This system means spending less time and money taking the traveler on his chosen route.)

Keep in mind that transportation costs in conjunction with any program are generally the same, regardless of your chosen supplier. Therefore, the "savings" (I use the term loosely) are generally found in the facilities and amenities you will receive once you arrive. This is no time for surprises. Remember, you're dealing with people's discretionary income. They've chosen to travel and have a good time. Never take the risk of spoiling that goal. If you have any doubts about a "bargain", investigate them thoroughly.

Keep them smiling

There is a lot to be said for planning travel meetings after your travelers have returned. Many successful travel programs have been embellished through follow-up. A "travel night" theme works wonders by giving the travelers an opportunity to tell their tales and flaunt their photos. One company I know of sponsors a travel photo contest and gives annual awards. What a great way to build enthusiasm! If you let everyone know what a great time was had by the vacationers, it will highlight all the

positive effects of your travel program, and your efforts will be heralded by all.

While the above guidelines can assist the employee services and recreation professionals, in their travel program, remember, that no rule is hard and fast. There are always unique circumstances which must be considered individually. I can only hope that these few insights we have shared can help lead to the kind of productive travel program which will make others green with envy. As always, the rewards for your labors as an employee services and recreation administrator will be in the smiles of your employees.

Ideas Clinic (continued from page 31)

various companies that credit the employee services and recreational programs for their ability to have reached their position in management. This can be traced directly to the volunteer services programs and the opportunity to be involved.

Leadership can be learned. There are many colleges and commercial courses offered that prove this point. However, nothing can compare to the knowledge gained through experience. The opportunity to serve as a committee chairperson or elected officer in an employee association should be seized by any potential leader.

Of course, this opportunity should also be recognized as a commitment—one which will undoubtedly render much insight and knowledge into human relations.

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LAUNCHING an employee travel program

(continued from page 26)

- **Send out additional flyers to the interested employees requesting their deposits for the trip.** Once the deposits have been collected, mail them to the travel agency.
- **Host a pre-vacation travel night.** Set aside a particular time to speak to all employees and guests going on the trip. Explain all of the details such as the costs entailed, check-in procedures, any tours included in the package and flight times. The travel agency may also assist you with this session by staging a slide show for the soon-to-be vacationers, as well as supplying valuable information on their

destination.

Certainly, there are other ways to include an employee travel program in your service package. But the program detailed by Flores Hess appears to be well-suited to the newcomer.

The best kind of employee travel

program need not charter elaborate cruises to the Caribbean, provide lodging at the world's finest hotels or offer exotic tours to the four corners of the earth. A successful travel program, according to Hess, simply must meet the needs and interests of those it serves.



NESRA NEWS

(continued from page 28)

MESRA Schedules Vendor Exhibit

The 1982 Michigan Employee Services and Recreation Association Vendor Exhibit marks the first large-scale activity coordinated by the five month old MESRA, NESRA's newest chapter. Scheduled for November 10, the Exhibit will be held at the Southfield Pavilion in Southfield, Michigan from 5:00 p.m. to 8:00 p.m.

Those attending the Exhibit will be treated to wine, hors d'oeuvres and helpful exhibits. NESRA Associate members can exhibit at the Michigan event for \$20. The fee for non-member exhibitors is \$75.

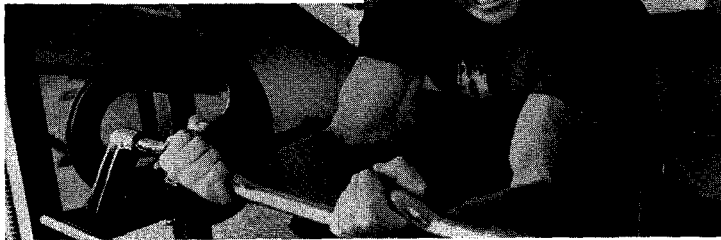
For further information on the 1982 MESRA Vendor Exhibit contact MESRA President, Mary Kennedy at (313) 225-3938.

(continued on page 39)

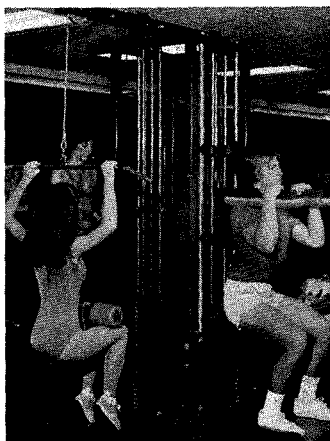
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Listening

(continued from page 7)

how to listen, it will take a lot of hard work to learn the skills, and constant

practice to keep them in shape. Remember that employees feel relieved when they find managers who understand what they have to say about their problems. Once you truly try to understand those who seek your help

by actively listening to them, they will most likely reciprocate by listening to you and trying to understand your point of view. Isn't this what communicating is all about?

News In Brief (continued from page 25)

How The Fair Labor Standards Act Affects Employers

What is the federal minimum wage? When do I have to pay overtime to my workers? What kinds of jobs can I hire teenagers for? How long do I have to keep payroll records on hand?

If you are an employer, at some point you undoubtedly have asked yourself these or similar questions about how the federal wage and hour

law applies to you.

That law, the Fair Labor Standards Act of 1938 (FLSA), is administered by the Wage and Hour Division of the U.S. Labor Department's Employment Standards Administration. The division works with employers to insure that the minimum wage, overtime pay, recordkeeping and child labor provisions of the act are upheld.

Most of the nation's businesses are subject to the FLSA, and 61 million full-time and part-time workers are protected by its minimum wage and overtime pay provisions.

The current federal minimum wage is \$3.35 an hour. Certain full-time students, students in vocational education programs, apprentices and handicapped workers may be paid less than the minimum wage, however, if their employers obtain special certificates from the Department of Labor.

There is no limit to the number of hours employees 16 years of age and older may work per day or per week. Nevertheless, employees who are covered by the FLSA generally are entitled to overtime pay for all hours worked over 40 in one workweek. Overtime pay must equal at least one and one-half times an employee's regular rate of pay.

The FLSA contains many exemptions from the minimum wage and overtime pay standards. For example, executive, administrative and professional employees and certain outside salespeople are exempt from both the minimum wage and overtime pay standards. Employers should

check with the Wage and Hour Division concerning what exemptions, if any, apply to their workers.

Employers must keep accurate records about hours worked and wages earned for all workers who are entitled to the minimum wage and overtime pay under the FLSA. The act does not require that the records be kept in any particular form or that time clocks be used. Employers must keep most records for three years.

The FLSA does not require employers to provide:

- lunch breaks, rest periods, holidays off, vacations or sick leave; vacation pay, sick pay or paid holidays;
- premium pay for work on weekends or holidays (unless overtime is involved); pay raises or bonuses; or
- a notice of dismissal from employment, a reason for dismissal, immediate payment of final wages to discharged employees or severance pay.

If you need more information about the FLSA, get in touch with the nearest office of the Wage and Hour Division, listed in telephone directories under U.S. Government, Department of Labor, Employment Standards Administration. All inquiries and all information provided to the division are kept confidential. Representatives of the division are available to address groups to inform them of their rights and responsibilities under the FLSA.

GIANT HEAVY DUTY BOAT TARPAULINS

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18x24	\$38	50x100	\$390
18x32	\$50	60x120	\$547
20x30	\$50	60x150	\$562

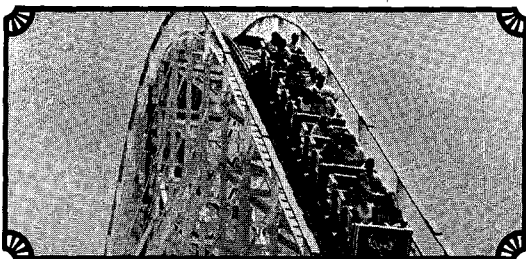
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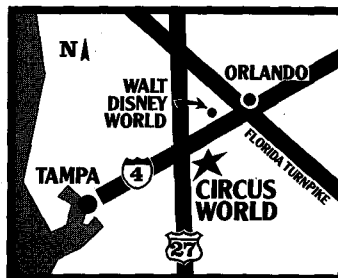


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Fitness and Health

(continued from page 13)

male and female finishers will make the final scoring easier. If roped-off chutes are used, they should extend 50-70 yards beyond the finish line. Each chute needs a minimum of six people to record times, keep people in order of their finish and record the order of finish.

One common finish line procedure requires the following people: a timer (with a stopwatch) to announce the finish time of each runner as he or she crosses the finish line; a recorder to record the finish times, in consecutive order, with the race number, if time permits; a catcher to "catch" the worn-out bodies and keep them in the order of their finish; a runner to deliver the time sheets or tape to the tabulation area; and a tag remover to remove each runner's tag and place on a spindle in the exact order of the finish. This tag, which bears the runner's name, sex and age, can then be matched with the finish line results to obtain an accurate finish position and time for each runner.

An alternate procedure is to give each runner a numbered card while they are emptying out of the chute in order to fill out with their name, sex and age and then hand in.

- **Tabulators.** Two or three very "calm" people need to take all of the cards or tags, match them up with the recorded finish position and times and score them according to age group, team, etc. Colored tags, per different sex or age group, can help speed the sorting process.
- **Others.** Servers, of water and other refreshments; an announcer to keep up a line of chatter and provide color for the audience; entertainment; and security and/or police are among the other roles volunteers can assume in the fun run.

Awards. Everyone should get something just for competing. One of the most well-received items for participants is a custom t-shirt. Custom printed race numbers (which usually cost under 20¢ each) also add a professional touch to the race.

If possible, be generous with the fun run awards. Trophies need not be large or elaborate to lift the spirits of participants. In addition to first, second and third place trophies, awards for the youngest or oldest runner and even the oldest pair of running shoes can be given.

Precautions. Heat is a runner's greatest enemy, and October can still bring warm weather in many parts of the country. Be sure to schedule the race in the early part of the day and choose a shaded course. Provide plenty of water at stops set up every two to three miles on the course and at the finish area.

Accidents do happen. To be safe, a doctor or paramedic and an ambulance should be hired for the duration of the race. It is also a good idea to have participants sign consent forms and liability waivers prior to the race. You can never be too safe.

Make a Party Out of It

Make the run fun! Supply food and refreshments to participants after the race. A little music can fill in time gaps such as that prior to the awards presentation. Involving company officers and local sports celebrities in the awards and door prize presentation can add much to the event—leaving all participants and spectators with the memory of a run that was truly fun.

Whatever your strategy, the goal should be for a memorable event which will serve to kick-off or reinforce the fitness movement in your company.

Please feel free to call me at (214) 995-3777 if I can be of assistance in helping you to get "running."

NESRA NEWS

(continued from page 35)

for the non-golfers; and door prizes such as a microwave oven, gas grill, ceiling fan and vacations to Myrtle Beach and Jekyll Island.

Lodging costs for the Region IV NESRA Golf Tournament are as follows: (single golfer, double occupancy) \$161 and (couple, double occupancy) \$268. These prices cover all meals, a cocktail hour, door prizes and the Saturday night celebration.

For more information, contact Don Strosnider, DuPont, (803) 725-1460.

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NESRA CALENDAR

Drop in on fellow NESRA members when in the area. Check the "NESRA Calendar" before you travel.

Anchorage Industrial Recreation Council/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson CESRL (213) 354-5367 or Jim Mowery (213) 840-4077.

Capital Area Recreation Council/Austin, Texas. Meets on the fourth Thursday of the month. Contact Bill Harty—(512) 928-6251.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Beverly Grover—(614) 463-9545.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets third Tuesday of each month except July and September. Contact Mickey Negron—(214) 828-7130.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CESRA—(513) 227-5938.

Denver Metro Industrial Recreation Council/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Orange County/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CESRA—(714) 732-2432.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CESRA (301) 977-0529.

Long Island Industrial Recreation Directors Association/Nassau-Suffolk County, New York. Meets monthly. Contact Chester Baumgartner, CESRA—(516) 575-2269.

Greater Bridgeport YMCA Recreation Council/Bridgeport, Connecticut. Meets on the third Tuesday of the month. Contact Jesus Cerrilla—(203) 334-5551.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mary Kennedy—(313) 225-3938.

Metro Employees Recreation Chapter/Houston, Texas. Meets on the third Thursday of the month. Contact Laura Davis—(713) 754-5825.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets on the third Thursday of the month. Contact Jayne Eperson—(612) 456-2841.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

Rockford Area Services Association/Rockford, Illinois. Meets on the third Tuesday of the month. Contact Laura Miller—(815) 964-4671.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CESRA—(714) 238-6865.

Seattle Metropolitan Industrial Recreation Chapter/Seattle, Washington. Meets on the last Wednesday of the month. Contact Darrell Gosh—(206) 621-6869.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CESRA—(419) 475-5475.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Dave Howard—(703) 893-5400.

Conferences and Exhibits

42nd Annual NESRA Conference and Exhibit will be held May 5–8, 1983, Columbus, Ohio. for further information contact the NESRA office at (312) 346-7575.

The 1982 Region I Conference and Exhibit will be held October 28–31 at the Providence-Biltmore Hotel, Providence, Rhode Island. For further information contact Alice Bucca at (617) 493-3318.

The 1982 Region III Conference and Exhibit will take place November 18–20 at the Drake-Oak Brook Hotel, Oak Brook, Illinois. For further information contact Britta Mansfield at (312) 496-3232.

The 1982 Region VII Conference and Exhibit will take place September 23–26 at the Oakland-Hyatt Hotel, Oakland, California. For further information contact Jody Merriam at (415) 273-3494.

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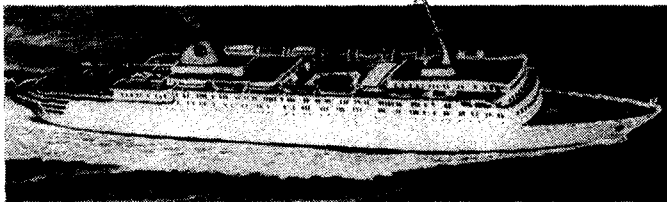
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NESRA

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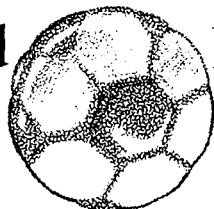
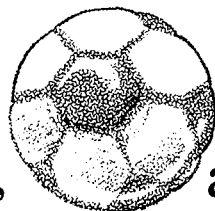
HEALTH AND EDUCATION

OCTOBER 1982



THE GLOBAL OBSESSION

At last, U.S. professional, amateur and corporate teams are embracing the sport which has long reigned king in the international arena.



SERVICES & ACTIVITIES

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Conventions—Five are conducted annually to stimulate participation in employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Free Clerical Services—Provided by NESRA for intra-membership communication.

Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NESRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

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NESRA

The National Employee Services and Recreation Association, NESRA, (formerly the National Industrial Recreation Association, NIRA), is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Employee Services Management* is only one of many services included in NESRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

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In This Issue . . .


Photo courtesy of the United States Soccer Federation

Employee Services Management

JOURNAL OF EMPLOYEE RECREATION HEALTH AND EDUCATION OCTOBER 1982



THE GLOBAL OBSESSION



At last, U.S. professional, amateur and corporate teams are embracing the sport which has long reigned king in the international arena.

Employee Services Management looks at "The Global Obsession": soccer. Deemed "the game of the decade," this international, intercultural sport phenomenon boasts of a global audience of more than one billion. Because soccer is economically feasible, non-discriminatory and downright fun, more nations, municipalities and companies are now forced to open their eyes to the sport which has long fascinated most of the global village.

Part of this fascination stems from the fact that soccer knows few limitations. It is a sport in which agility and speed mean much more than physical strength. It is a team sport in which many women can experience a level of competition long denied to them. Cathie Currie, Director of Women In Soccer, Inc., explains the astounding rate of growth of American women's teams and leagues in the article, "Soccer: The Game That Doesn't Discriminate."

Similarly, the modern work force and today's U.S. citizens are looking for systems with few limitations. "Flexitime: Accommodating the Varied Work Force," by Carol Krucoff, addresses the issue of alternative work options. And, at the Stratford Division of Avco Lycoming, George Scali, Organizational Communications Representative, describes the company's answer to an informed and educated electorate in the article, "Making Effective Citizens."

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Journal of the National Employee Services and Recreation Association, a non-profit organization with international membership, dedicated to the principle that employee services, recreation and fitness programs are essential to effective personnel management.

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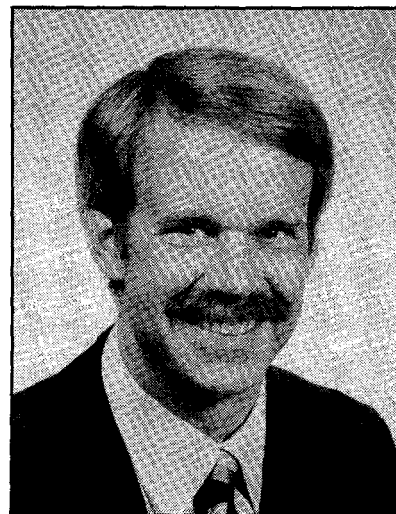
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The NESRA President would like a word with you

... about self-development



**Stephen W. Edgerton, CESRA
Xerox Corporation
1982-83 NESRA President**

Now that we've spent some time talking about employee services and their impact, let's discuss the other piece of our name . . . management. No matter what field our expertise lies in, we can always improve our managerial and professional skills.

Unfortunately, self-development is an area that is often neglected in our professional lives. But today, more than ever, professionals need to constantly keep abreast of new developments in their field. At one time in our industry, it was probably common to know all there was to know about a particular job. This certainly is no longer the case. With increased knowledge, automation, new technology and new concepts has come the period of almost constant change. These changes are not only present in technical areas, but in the practice of supervision in the area of management as well.

No matter what your field of expertise—personnel administration, recreation/fitness administration, industrial relations, or academics—it

is important for you to keep informed of the happenings in your field and to pursue the management techniques that will enable you to better perform in that capacity.

The ways to obtain that knowledge and skill are numerous and we've already talked about some of them in previous columns. The most obvious methods of improving your professional skills are through complete training programs, trade association journals and conferences, and local college and university courses. Sometimes the most helpful way to expand your knowledge is to talk to someone in your field, in a similar position and discuss how they are accomplishing specific objectives or dealing with problem areas.

Professional development cannot occur through textbooks or conversation alone. In order to fully develop as a professional, you must possess a positive attitude concerning growth through knowledge.

Can you reply with a definite "yes" to the question: "Do you have a

complete and thorough knowledge of every facet of your current position?" Most of us probably cannot utter unequivocally "yes." No one is omniscient in their role at the workplace.

So, assuming we answered a qualified "yes" to the question above, we need to ask ourselves additional questions to determine our attitude about self-development:

- Do you realize that if you are doing something the same way you did it last year, that someone, somewhere is probably doing it better?
- Do you make an effort to discuss your operation with other departments in your company to benefit the total company effort?
- When a new process or procedure is implemented, do you investigate it thoroughly and then pass it on to your associates and subordinates?
- Do you actively pursue new ideas that would improve the

(continued on page 30)

MAKING EFFECTIVE CITIZENS

by George Scali, Organizational Communications Representative
Avco Lycoming

The test of time is as good a yardstick as any for measuring the vitality and effectiveness of employee and community services programs.

At the Stratford, Connecticut division of Avco Lycoming there is a program which has withstood time's onslaught by enduring four presidential elections, as well as drastic social, economic and political changes. After 16 years, the Avco Lycoming Effective Citizens Campaign is alive and well and preparing for the 1982 elections.

The program was initiated in 1966 as part of a corporate effort to encourage political involvement. Since that time, most Avco Lycoming divisions have discontinued their programs; however, the Stratford Division has continued to coordinate the Effective Citizens' Campaign because of the tremendous employee involvement in the program and the outstanding management support it regularly receives.

The Effective Citizens Campaign, run by Partisan Coordinators (volunteer employees affiliated with various political parties), allows invited candidates to come to Avco Lycom-

ing to meet and speak with employees during the lunch hours in the cafeteria. The Partisan Coordinators are responsible for all invitations and arrangements relative to candidates' visits. Throughout the campaign, Avco Lycoming maintains a non-partisan role; the Employee Services Department simply provides logistical support and scheduling assistance.

The Effective Citizens Campaign aims for three basic goals: **voter registration, voter education and voter participation.**

- **Voter Registration.** The Campaign urges all eligible Lycoming employees and their families to become registered voters. The local League of Women Voters provides the Citizens Campaign with voter registration information and materials. The Registrar of Voters of the Town of Stratford also cooperates with the program by scheduling voter registration sessions in the company cafeteria.

- **Voter Education.** The Effective Citizens Campaign helps Lycoming employees learn as much as possible

about the candidates and their respective stands on the issues by bringing the candidates in person to employees. This aids in the formation of an informed and educated electorate, the very core of a democratic system.

- **Voter Participation.** No vote is a vote with the majority. The Effective Citizens Campaign urges all eligible persons to participate in the democratic process by voting and allowing their voices to be heard. Registering to vote and keeping informed of the candidates and issues are simply not enough. The right and duty to *place* that vote are basic to the democratic system. For only through exercising this franchise, do Americans maintain their voice in governing themselves.

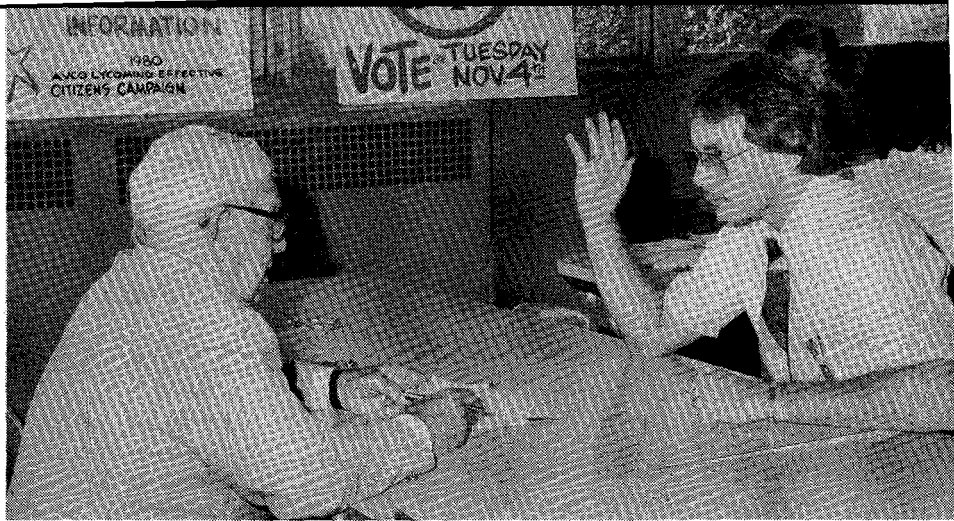
The Avco Lycoming Effective Citizens Campaign has been very successful in promoting these objectives over the years. Voter registration sessions annually draw an excellent response. And, when candidates arrive to speak to employees, they command standing-room-only crowds—even if it is pay day or the main luncheon entree is liver.

The success of this program can also be seen in the response gotten when the program advertises for volunteer Partisan Coordinators in the employee newsletter. It is evidenced by the zeal with which these coordinators pursue the candidates, in order to bring them to Avco Lycoming to campaign.

Sometimes that zeal can create a few headaches, though. During the last presidential election, for instance, George Bush's visit was not "cemented" until the closing days of the campaign. When he finally accepted the invitation, his campaign people sent back word that he would use the occasion to make a major campaign address. Though it sounded quite impressive, hosting this major media event meant busloads of media personnel, equipment and an "army" of personal protection for George Bush—all of which made for too large a crowd for the company cafeteria and too large a production for any indoor facility available to the company.

The only option was to stage the Bush visit outdoors. To do this, program coordinators needed to rent flatbed trailers for speaking platforms, a sound system, power feeds for the media and security check-

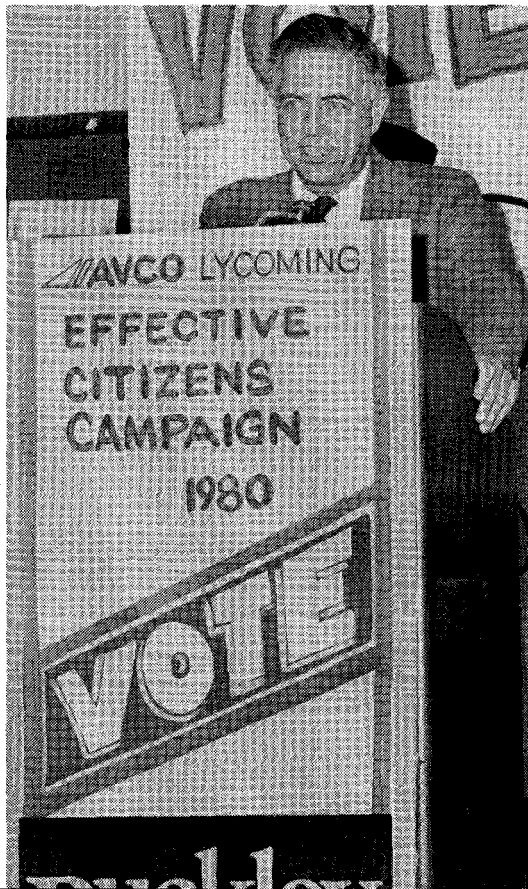
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Voter Registration . . . 102 voters were registered during the three-hour session in the 1980 Effective Citizens Campaign.



Voter Education . . . AVCO Lycoming employees learn how to use the voting machine from instructions given by a representative of the Bridgeport League of Women Voters.



Voter Participation . . . Bringing the candidates (at left, James Buckley and below, George Bush) and the issues face-to-face with the employees encourages voter participation, through a better informed electorate.



EVIDENCE

by Alice Bucca, CESRA
Digital Equipment Corporation
NESRA Vice President
Research & Professional Development

The following information is the result of a survey that was conducted by the Personnel Policies Forum of the Bureau of National Affairs in Washington D.C. and is reprinted with their permission.

Every employer offers some benefits to its work force over and above traditional fringe benefits such as health insurance, vacations and pensions. These are the "extras", usually provided at little or no cost to the employee, ranging from workplace conveniences such as parking lots and cafeterias to services and programs that improve employees' health and fitness, provide opportunities for socializing, developing interest and offer ways to save money on various goods and services.

Each of the 313 Personnel Policies Forum organizations that participated in this survey had its own unique mix of employee services, reflecting, to some extent, the nature of its business.

Highlights of the Survey Findings

Food Services

- More than nine out of ten of the participating organizations have vending machines at the workplace and the majority have some facilities for employees who bring meals from home—89% have lunchrooms, 81% have food heating or cooking facilities, and 74%

have refrigerators for employee use.

- Employees have access to a cafeteria in 31% of the manufacturing firms, 41% of the non-manufacturing businesses, and 17% of the non-business establishments.

Transportation/Commuter Services

- 88% have a parking lot or a garage for all or most employees to use.
- Nearly two-fifths of all employers (39%) and more than one-half (52%) of the larger firms, offer employees assistance in forming car pools to work. Less than 10% of the companies sponsor van pools for employees commuting from the same area, operate shuttle buses from outlying parking or public transportation areas to the workplace, or subsidize employees' use of public transportation.

Medical/Health Services

- Not surprising, manufacturing plants have somewhat greater concern with first aid than do the other industries. Nine out of ten manufacturers have first aid stations, compared to seven out of

ten non-business organizations and a little over half of the non-manufacturing businesses. Similarly, 46% of manufacturers have first aid specialists on the staff. More than two-thirds of all these surveyed companies, however, provide CPR or first aid training to at least some employees.

Legal/Financial Consumer Services

- The financial and/or legal services most commonly offered by the surveyed employers are: notary public (69%), company credit union (57%) and direct deposit of paychecks in employees' bank accounts (52%).
- Half of the firms give employees discounts on the products the company manufactures or on the services it provides and nearly three out of ten arrange for employees to purchase other companies' products or services at a discounted rate.

Recreational Services

- Employees in 19% of the companies have access to outdoor playfields, and in 16% of the com-

(continued on page 30)

FLEXTIME

Accommodating the Varied Work Force

by Carol Krucoff

Nearly 1,000 entry-level employees of the New York State Department of Taxation and Finance were offered the chance last year to take the summer off, without pay. The TOTS (Take Off The Summer) Project was designed to improve morale, reduce costs and create more summer jobs for college students. It was so successful with both management and employees that it was expanded this past summer to include professional and technical workers.

United California Bank was troubled by a high turnover rate among part-time workers, many of whom worked nearly 30 hours a week without receiving fringe benefits. Management restructured its part-time employment into two categories: "hourly workers" who put in fewer than 20 hours a week and are not eligible for benefits, and "modified full-time employees" who work more than 20 hours a week and receive the same benefits as full-time workers. Vacation and sick leave are prorated according to hours worked. Since the change, the turnover rate has decreased and hiring and training costs have been reduced.

Those examples are among an increasing number of employment plans presented at a conference on "Population Trends and Alternative Work Options," sponsored by the Congresswomen's Caucus. The focus was work alternatives—phased retirement, job sharing, flexible leave, shortened and compressed work weeks—devised to meet demands of a changing work force.

"Some very strong demographic and labor market trends will influence job options in the future" said former Secretary of Labor Ray Marshall at the conference. "Perhaps the most important . . . is the increased labor force participation by women.

"The absence of such family-enhancing matters as childcare facilities, flexible working times and programs to make it possible for women to enter, re-enter and stay in the work force, will have a strong impact on American families, and this in turn has a major impact on delinquency, the development of children and other social problems. . . . Many of the public-policy issues of this decade will focus on the workplace.

"While all the returns are not in, there is considerable and consistent evidence that good industrial-relations systems containing worker participation can improve morale, motivation, productivity and efficiency."

Other trends that will create a demand for alternative work options, said Sara Rix of the Women's Research and Education Institute, include future labor shortages—particularly among young workers—an increase in single-parent and dual-career families, earlier retirement and greater competition for jobs among "baby-boomers."

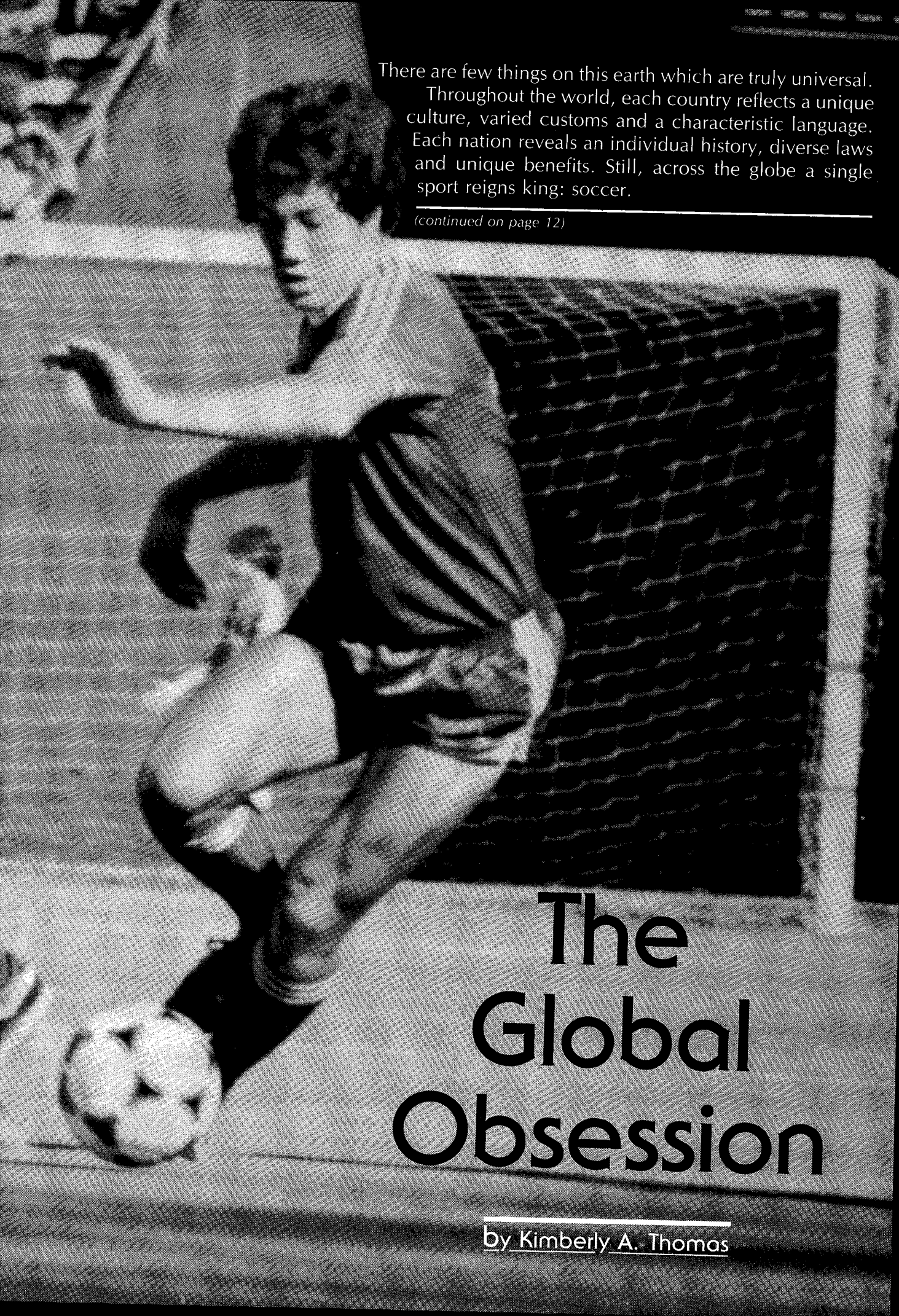
The best-known alternative work schedules are flextime and compressed work weeks (usually a four-day-week), said Gail Rosenberg, president of the National Council for Alternative Work Patterns. A newer

(continued on page 27)

There is considerable and consistent evidence that good industrial relations systems containing worker participation can improve morale, motivation, productivity and efficiency.

(this article reprinted with permission from the **Washington Post**.)





There are few things on this earth which are truly universal. Throughout the world, each country reflects a unique culture, varied customs and a characteristic language. Each nation reveals an individual history, diverse laws and unique benefits. Still, across the globe a single sport reigns king: soccer.

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The Global Obsession

by Kimberly A. Thomas

The Global Obsession

(continued from page 11)

In most parts of the world, soccer is virtually a national obsession. Some call the sport "futebol"; others refer to it as "caicio"; some have deemed it "voetbol"; and yet others use the term "fussball." Although there are many names for the sport of soccer, the game is played by the same rules throughout the world under the governing body of the Fédération Internationale de Football Association.

Soccer, an international, intercultural phenomenon, enjoys a global audience of more than one billion. The fact that one quarter of the world's population in more than 125 countries watched the televised broadcast of the 1982 World Cup in Spain is testimony to soccer's worldwide appeal.

Although the game of modern soccer has thrilled world audiences since its birth in England in 1863, only in the last few decades has this forerunner of rugby and football become widely appreciated in the United States. In 1967, professional soccer teams planted roots in America. United States Soccer Federation statistics reveal that in 1972, North American Soccer league attendance was a scant 400,000. By 1977, that



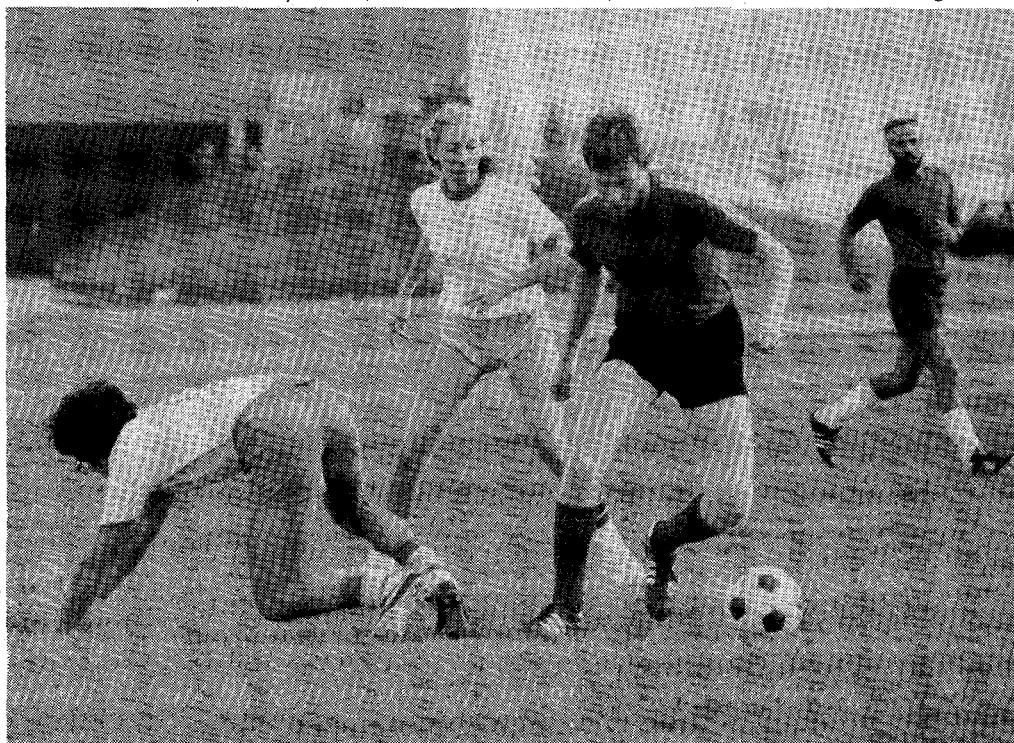
Testifying to soccer's appeal are a few of the many youths participating in DOFASCO, Inc.'s minor soccer leagues.

figure reached 3,500,000. On the amateur level, participation in soccer has risen more than 1000% since 1965.

Prior to the 1960's, Americans adamantly opposed any sport which differed from the national favorites of baseball and football. Soccer, therefore, needed a tremendous boost—no, a miracle—to break into the American mainstream.

Enter Pél  , the "Black Pearl." Bought by Clive Toye, President of the New York Cosmos Professional Soccer team, Edson Arantes do Nas-

cimento—better known to the world as P    —did more for soccer than any other player in sports history. This Brazilian soccer superstar, who scored 1,220 goals in 1,253 games was referred to as the world's most famous, highest paid and best athlete. This man—or better, this superman—came to the U.S. as a soccer missionary. Spreading his talent and philosophy ("Soccer is life. All men must work together.") P     opened America's eyes to the sport which had long fascinated the rest of the global village.



Soccer is a favorite among Storage Technology employees.

Since Pél  's initial mission, soccer interest in the U.S. has skyrocketed. An estimated two million American youths find time to regularly kick the soccer ball. In fact, soccer is now the fastest-growing team sport in the country; registrations with the U.S. Soccer Federation, headquartered in New York, have been growing by

about 20% a year. According to the National Collegiate Athletic Association, more universities and colleges now field varsity soccer team than football teams. In Dallas, reported *Fortune Magazine*, more youngsters now play soccer than baseball and football combined.

Soccer's game plan

In soccer, the action is constant; the motion almost dance-like. The one essential attribute required of all the game's superstars is ball skill, the ability to freely control and com-

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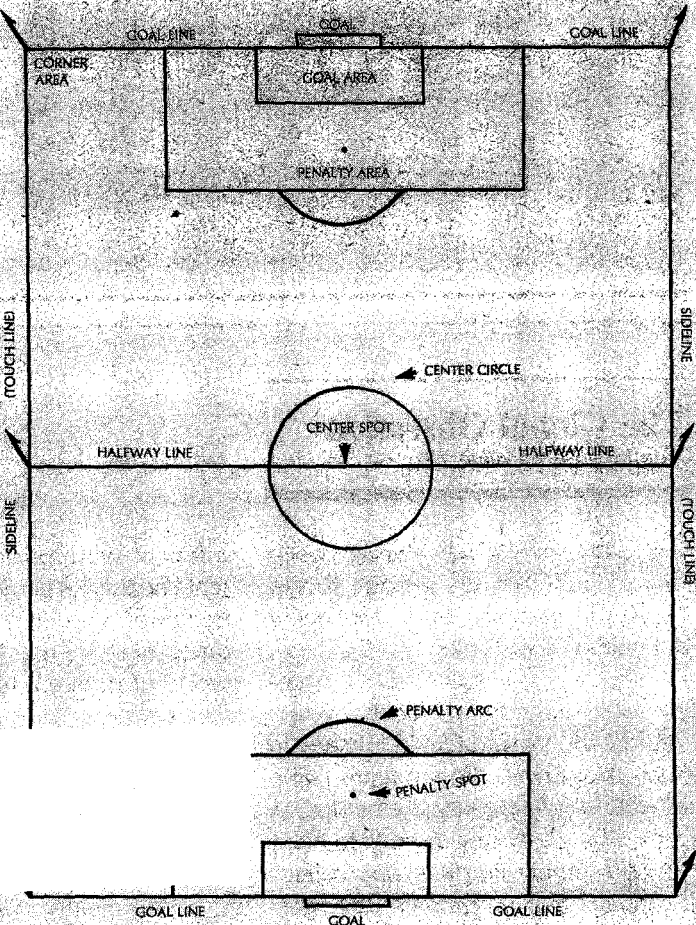
SOCCER RULES

The rules used throughout the world are those issued by the Federation Internationale de Football Association (FIFA). In the U.S., the NASL, colleges and high schools have introduced variations. For example, the NASL has modified the offside rule, the colleges and high schools allow free substitution and many high schools play in quarters rather than halves.

- **TEAMS:** Eleven players to a side, one of whom is a goal-keeper who must wear different colors from the rest of his team; he can handle the ball only within his own penalty area.
- **BALL:** The ball is made of leather or "other approved materials"; it has a circumference of between 27 and 28 inches and weighs between 14 and 16 ounces. (By comparison, a basketball has a circumference of 29 3/4 to 30 inches and weighs 20 to 22 ounces.)
- **BALL OUT OF PLAY:** All of the ball must pass over all of the side or goal line for it to be out of play—the position of the player controlling the ball does not matter.
- **RESTARTS:** A ball over the side line is put back into play with a throw-in—this involves a two-handed overhead throw—made by a member of the team that did not last play the ball. A ball over the goal line, when last played by the attacking team, is restarted with a goal kick—the ball is placed on the six-yard line and played in play by the defending team; when the ball was last played by the defending team, play is restarted with a corner kick—the ball is placed in the corner quadrant and played into the goalmouth by the attacking team.
- **FOULS:** Players are not allowed to handle the ball, to trip, push, hold, kick or jump at opponents or to charge dangerously or from behind. For any of these offenses, the referee will stop play and award a direct free kick at the point of the foul against the offending team, whose players must back off at least ten yards from the ball. A goal can be scored direct from such a kick. If any of these fouls is committed by the defending team within its own penalty area, the referee will award the attacking team a penalty kick. This is a one-on-one duel between the goalkeeper and the kicker while all the other players stand outside the penalty area. The kick is taken from the penalty spot, 12 yards out from the goal, and the goalkeeper is not allowed to move his feet until the moment the kick is taken.

For lesser offenses such as obstruction, dangerous play and unsportsmanlike conduct, the referee will award an indirect free kick, after which the ball must be played by at least two players before a goal can be scored. An indirect free kick is also awarded against the offending team if a player is offside if, at the moment the ball is played (not the moment that he receives it) he has opponents between him and the goal he is attacking. A player cannot be offside if the ball is ahead of him at the moment it is played. The NASL limits application of the offside rule to areas within 35 yards of each goal line.

The Soccer Field: Dimensions may vary within these limits: Length: not more than 130 yards, not less than 100 yards. Width: not more than 100 yards, not less than 50 yards. (The length must always be greater than the width.) Other dimensions remain fixed, whatever the size of the field.
Goal area: 20-yards wide by 6-yards deep.
Penalty area: 44-yards wide by 18-yards deep. (The goal area is part of the penalty area.)
Penalty spot: 12-yards from the goal line.
Penalty arc: radius of ten yards around the penalty spot.
Goal: eight-yards wide by eight-feet high.
Center circle: radius of ten yards around the center spot.
Corner area: One yard in radius.
 Flags must be placed at the corners of the field, but are optional at the halfway-line positions. (Scale of field shown: 110 yards by 80 yards.)



* reprinted from *Sport Magazine*



In corporate soccer leagues,
the emphasis is on fun.



The Global Obsession

(continued from page 13)

mand the soccer ball. Perhaps even more significant for serious soccer players is an acute sense, for soccer is a game of instinct.

"Soccer encompasses so many apparently contradictory facets," wrote Paul Gardener and David Hirshey in *Sport Magazine*. "It is a team game in which individuality is essential. A game that is taxingly difficult to play, yet appealingly simple to appreciate. A game that combines the gut-stirring excitement of physical com-

mitment with artistry of almost delicate beauty. A game that is universal because it can be played in a host of different styles that bring delight to a world of different temperaments."

Economically feasible, non-discriminatory and just plain fun.

These are the primary reasons why more people get their kicks out of playing soccer over any other sport.

"From an economic standpoint," noted Motorola Recreation Manager Chuck Rost, "soccer makes sense. Our softball fields are used for soccer games; we made portable goals and bought nets. Our only real expense is the fee required to hire certified referees. And as for the players, all they need to play the game are a pair of shoes."

Soccer is a flexible game. Players may engage in the sport on Motorola's softball field or on Goodyear's gym floor. Rules can quite easily be modified in order to adapt the game to its environment.

"To avoid serious injuries and encourage even non-experienced peo-

ple to play, we modified some of the soccer rules," explained John Saccardi, Storage Technology Soccer Club President. "For example, we play 30 minute halves instead of 45; allow frequent substitutions; and slide tackling is prohibited. We keep a handle on extreme violence in reg-

ular soccer play. Offenders are initially warned to loosen up. They can face suspension from the league if they continue playing rough.

"In the past," added Saccardi, "we had an 8-a-side structure because of the small field we used. Now, as the league has grown and we're able to

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GLOSSARY

FIFA: The initials of the Fédération Internationale de Football Association, the international governing body of soccer with headquarters in Switzerland.

Fifty-fifty Ball: A loose ball that both teams have an equal chance of controlling.

Hands: Their use is forbidden in soccer; but the soccer definition of hand-ball includes any use of the arm as well.

Mark (Guard): Defenders in soccer "mark" the opposing attackers in either man-to-man or zone defenses.

National Team: All pro soccer players are under contract to clubs, for which they play regularly in championships throughout the season. But all countries also field an All-Star team of the best players available from all the clubs. This is the national team; it is assembled to play exhibition games or in major competitions such as the World Cup—see World Cup.

Off-the-ball: Describes the running and faking done by players not in possession of the ball.

Officials: In soccer there are one referee and two linesmen. The linesmen advise the referee, mainly by waving a flag whenever a player is offside or when a ball goes over the sideline. The referee can ignore their advice and because of his virtually total control, can have a crucial effect on the game. American colleges and high schools favor a two-referee system without linesmen.

Overlap: Fullbacks who come forward to attack down the wings are said to be overlapping.

Association Football: The official name for soccer.

Banana Kick: A low, hard, swerving pass or shot, made by kicking the ball off center with the inside or the outside of the foot.

Body Contact: One form of body contact is legal in soccer—a shoulder-to-shoulder charge; but the arms, elbows, or hips must not be used and the charge must not be made from behind. In tackling and jumping for head balls there is always a good deal of incidental contact which is accepted as a normal part of the game, provided the players are clearly trying to play the ball rather than the man.

Box: Usually refers to the penalty area, although this may be called the 18-yard box, to distinguish it from the 6-yard box, or goal area.

Center: A long, aerial pass, made from the side of the field into the opponent's goalmouth. Also called a cross.

Clear: To kick or head the ball away from the goalmouth, thus relieving pressure on the goal.

Dead Ball: Before the referee has blown his whistle to start play, or when he has blown it to signal an infringement, the ball is dead. All free-kicks must be taken with the ball stationary on the ground—i.e., a dead ball.

Drop Ball: Soccer's version of basketball's jump ball. If play has to be stopped for reasons other than an infringement (e.g., for an injury), the referee will call together one player from each team and drop the ball between them—they must allow it to touch the ground before kicking at it.

Red Card: The referee carries two cards—one red, which he waves in front of any player he is ejecting from the game, and the other yellow, which is used to indicate a caution. A player cannot receive more than one caution—the second must be a red card.

Scoreline: The worldwide tradition in soccer is to list the team playing at home first, regardless of the result. Thus a scoreline of Cosmos 1, New England 3 indicates that the Cosmos lost on their home field.

Shootout: An innovation of the North American Soccer League to decide tied games. If, after the regulation 90 minutes and 15 minutes of sudden-death overtime, the scores are still tied, a series of shots-on-goal are taken alternately by each team. The kicker starts 35 yards out with only the goalkeeper to beat. Each player can move wherever he wishes and the kicker has five seconds to take his shot. The shootout is used only in the NASL; other countries either leave games tied or settle them with a series of conventional penalty kicks.

Striker: A central attacking player whose job is to score goals.

Stopper: One of the two center-backs who plays man-to-man defense against the opposing team's central striker. Also see Sweeper.

Substitution: Never a prominent part of soccer. Most countries permit one or at most two substitutes per game, and never allow a player who has been substituted for to be put back in. The NASL allows three substitutes per game, while U.S. colleges and high schools have almost no restrictions on substitution. However, all agree that when a player has been ejected, he cannot be replaced and his team must play a man short.

Sweeper: One of the two center-backs who doesn't mark a particular man, but who plays slightly deeper than the rest of the defenders, and whose role is essentially one of roaming and repairing any errors committed by his teammates. Also see Stopper.

Tackle: To use the feet, and perhaps a shoulder charge, to take the ball from the feet of an opponent.

Time: There are no timeouts in soccer unless the referee says so. He is the official timekeeper, the only one who can stop the clock—which he is unlikely to do except for injuries or a burst ball or other unusual incidents that make continuation of play impossible.

Wall: A line of defenders—usually between two and five—standing ten yards from the ball to block part of the goal when the opposing team has a free kick within scoring range.

Wall Pass: The give-and-go pass, so-called because in street soccer the ball is usually bounced off the wall of a house or a garden rather than being passed to a teammate.

Wingers: Attacking players who play out near the sidelines.

World Cup: The trophy that marks the world championship of soccer. The tournament is held every four years for national teams. One hundred countries entered the 1978 championship; the final rounds, involving 16 qualifiers, were held in Argentina . . . and it was Argentina which emerged as the new world champions of soccer.

* reprinted from *Sport Magazine*

The Global Obsession

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play on a regulation field, we use the accepted 11-a-side format."

Soccer itself knows few limitations. It is a sport in which agility and speed mean much more than physical bulk. In most companies, the emphasis is not on rough competition but on participation and sheer fun.

Because soccer does not demand a big build, men and women, young and old, who possess a fit body, quick mind, coordination and stamina can call the sport their own.

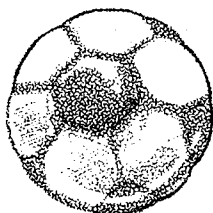
"Women receive no preferential treatment on our mixed teams," stated Saccardi. "What's needed in the game is skill, not brute strength."

Soccer is so appealing to the masses that many organizations like Canada's DOFASCO, Inc., and Fort Worth's General Dynamics Recreation Association (GDRA) sponsor both Senior and Minor Leagues. These teams allow each age division—from 8 to 60—to compete on the most well-suited level.

"I've seen more employees turn away from football because of its violent nature," noted Don Duttweiler, GDRA Soccer Commissioner "and instead turn to soccer, which provides physical contact with less possibility of serious injury."

Almost 1,200 Kodak employees, involved in 73 teams, testify to this game's immense appeal. They know that this popular sport is exciting, exhilarating and more important, just plain fun.

(continued on page 26)



1982 NIELSEN STUDY SHOWS SOCCER, SNOW SKIING AND SAILING TO BE THE FASTEST GROWING PARTICIPANT SPORTS IN THE UNITED STATES; SWIMMING REMAINS MOST POPULAR

Snow skiing participation, including both downhill and cross-country skiers, is up 27% in the three-year period from 1979 to 1982, with an estimated 19,490,000 individuals taking part in this activity during the past twelve months. Two other sports showing significant growth of over 20% during this same time frame are sailing and soccer.

Swimming, with 102,286,000 participants, continues to be the nation's favorite leisure-time activity. Rounding out the list of the country's ten favorite sporting activities are bicycling, fishing, camping, boating, bowling, physical conditioning (equipment oriented), jogging/running, roller skating and pool/billiards.

The survey, the fourth in a series of studies on sports participation conducted by the worldwide market research firm, provides extensive information on the 30 sports surveyed including demographic profiles of the participants ("light", "medium", and "heavy" participation), trends, selected equipment purchases and a variety of special tabulations for specific sports.

The 1982 data was gathered through telephone interviews with a randomly selected sample of approximately 3,025 households within the continental United States reflecting the sporting activities of some 8,820 individuals.

RANKING OF POPULARITY OF PARTICIPATION IN SPORTS MEASURED
(1982 vs 1979 Sports Participation Surveys)

1982 Rank	Sport	1979 Rank	Projected Individual Participants (000) 1982	% Change In Projected Participants '82 vs '79	Projected Individual Participants (000) 1979
1	Swimming	1	102,286	-3%	105,441
2	Bicycling	2	72,155	+3%	69,810
3	Fishing	4	63,689	+7%	59,275
4	Camping	3	61,592	+2%	60,300
5	Boating	6	41,973	+11%	37,920
6	Bowling	5	40,260	-7%	43,330
7	Physical Conditioning (equipment-oriented)	*	34,914	*	*
8	Jogging/Running	7	34,274	-4%	35,727
9	Roller Skating	12	30,156	+19%	25,359
10	Pool/Billiards	9	29,926	-6%	31,937
11	Softball	10	28,033	-1%	28,458
12	Tennis	8	25,450	-21%	32,271
13	Basketball	13	25,322	+5%	24,048
14	Snow Skiing†	18	19,490†	+27%	15,397†
15	Table Tennis	11	19,337	-28%	26,908
16	Hunting	14	18,646	-5%	19,711
17	Volleyball	*	18,365	*	*
18	Ice Skating	15	18,032	-5%	18,924
19	Water Skiing	16	18,032	+7%	16,922
20	Golf	17	17,367	+9%	15,897
21	Football	20	14,042	-2%	14,300
22	Baseball	19	13,556	-10%	15,039
23	Racquetball	21	12,098	+14%	10,654
24	Motorbiking/Motorcycling	22	12,073	+15%	10,511
25	Sailing	23	10,615	+23%	8,652
26	Snowmobiling	24	8,594	—	8,628
27	Soccer	25	8,031	+23%	6,530
28	Handball	26	2,634	-5%	5,578
*	Archery	27	*	*	5,529
*	Paddle Tennis	28	*	*	2,431
29	Ice Hockey	29	1,381	-17%	1,668
*	Platform Tennis	30	*	*	405
30	Squash	*	358	*	*
Total U.S. Population			225,598	+5%	214,958

*Not measured in 1979/1982.

† Includes downhill and cross-country skiers.

NEWS IN BRIEF

Helping in a Leisurely Way

Belfast—with perhaps the best leisure centers in the UK—believes that recreation helps reduce violence.

A report to be published later this year details a 2½ year study of Belfast's leisure centers and links recreation with decreased community tension. According to the London-based National Sports Council, skillful management of the centers makes them more in tune with the people they serve. This, in turn, allows them to be quite effective in providing constructive outlets for frustration, particularly among young people.

Belfast has six leisure centers, each containing a full size swimming pool, and catering to a wide range of indoor sports such as badminton, indoor cricket, handball and five-a-side football.

Among the Belfast centers currently being studied is Andersonstown in West Belfast which, in 1980, was judged the best managed center in the UK. Of the two million people who used Belfast's centers each year, 400,000 of them go there, making it the most popular in the city.

"Recreation alone, of course, is not going to give a quick total solution to areas in Britain which, like West Belfast, are disadvantaged for reasons such as high unemployment," noted Belfast Chief Superintendent William Crutchley. But he added, "All the same, such facilities do have an immediate impact here, particularly with young people. And this means they will have increasing long term importance."

At Last—Good Economic News

The current recovery from the 1981–82 recession started more slowly than expected, but is expected to accelerate in 1983 and continue at least

into 1984, University of Michigan economists predict.

The behavior of consumer purchasing power and business inventories is clearly signaling an economic upturn, they noted, "and the recent behavior of interest rates will strengthen and accelerate the recovery."

Professor Saul H. Hymans and Joan P. Crary presented their analysis in a periodic update of the economic forecast made last November at the University's annual Conference on the Economic Outlook.

A summary of the current forecast:

"The Michigan Model forecasts that real GNP (gross national product) will

(continued on page 28)

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years
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40

retirement
benefits

0

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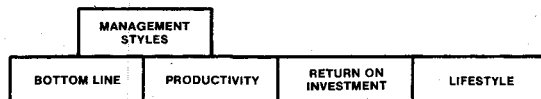
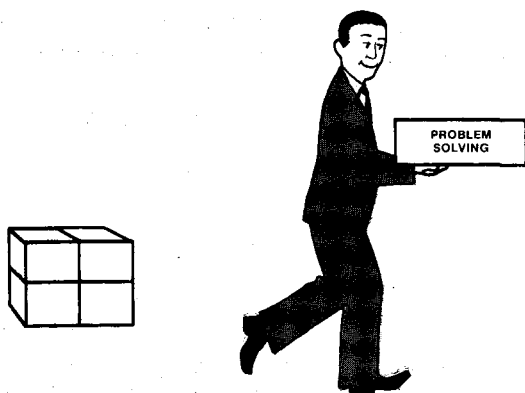
U.S. Department of Labor



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The National Employee
Services and Recreation
Association will be

“Building for Excellence”



at its
42nd Annual Conference and
Exhibit

May 5–8, 1983
Hyatt Regency Columbus
Columbus, Ohio




height, or weight as do many other sports. That and the spirit of the "beautiful game" are the most often voiced reasons that women have chosen soccer as their sport.

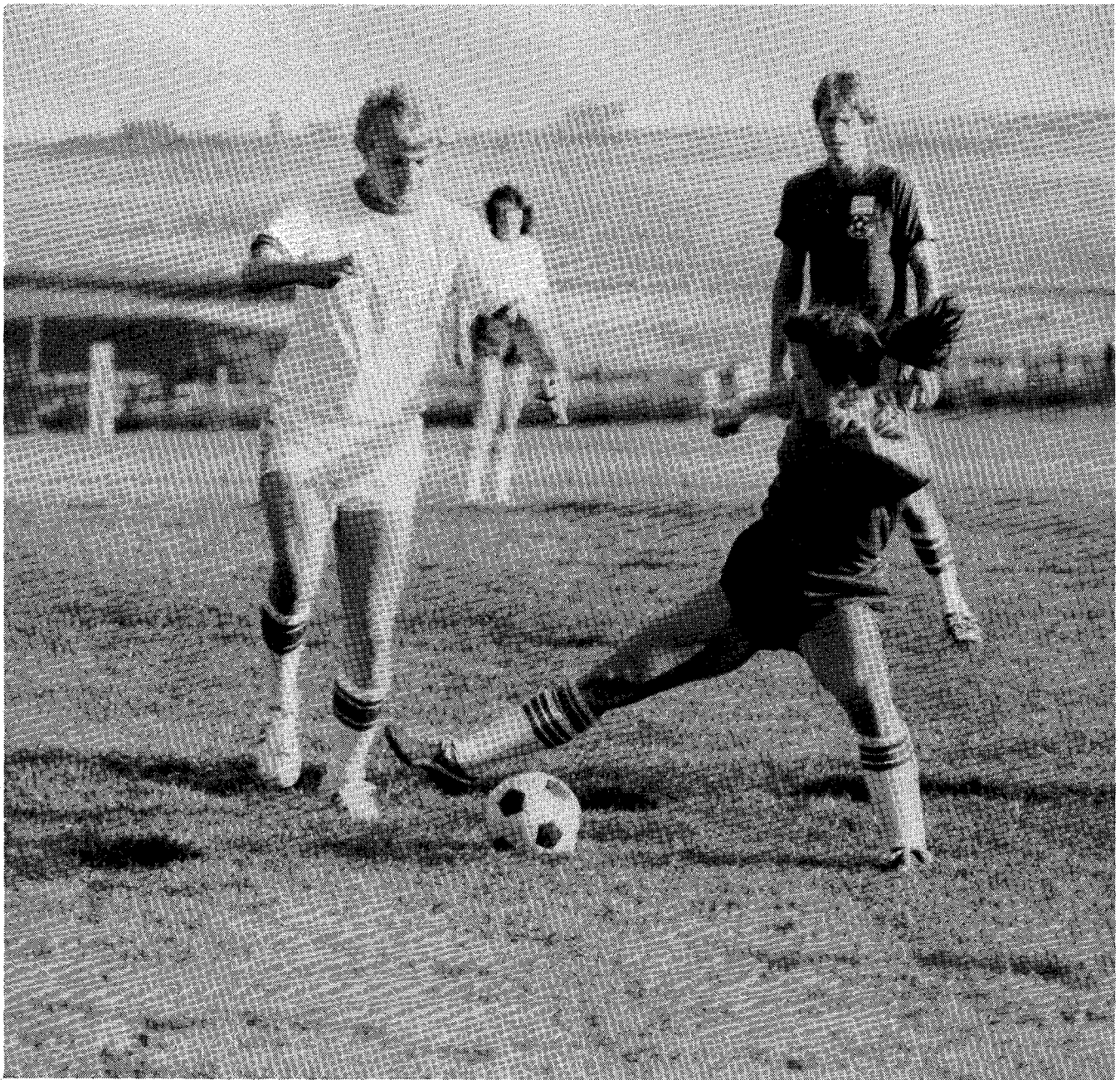
Women's teams have been springing up spontaneously in all parts of the United States. Many of the women's teams and leagues are formed by career women in their twenties when pick-up games among friends become organized teams to meet the challenge of a visiting team. Other

teams are extensions of girls' youth teams who outgrow youth programs, and "Mom's leagues" (the basis for the 30-and-Over Division) band together when youth-league mothers catch "soccer fever" from their children.

During the 1981-82 season these diverse teams will compete to determine the Open and Over-30 Division regional champions within each of the USSF's four regions, with the top eight teams competing for the 2nd National Women's Challenge Cup,

and yet another lap of victory. 

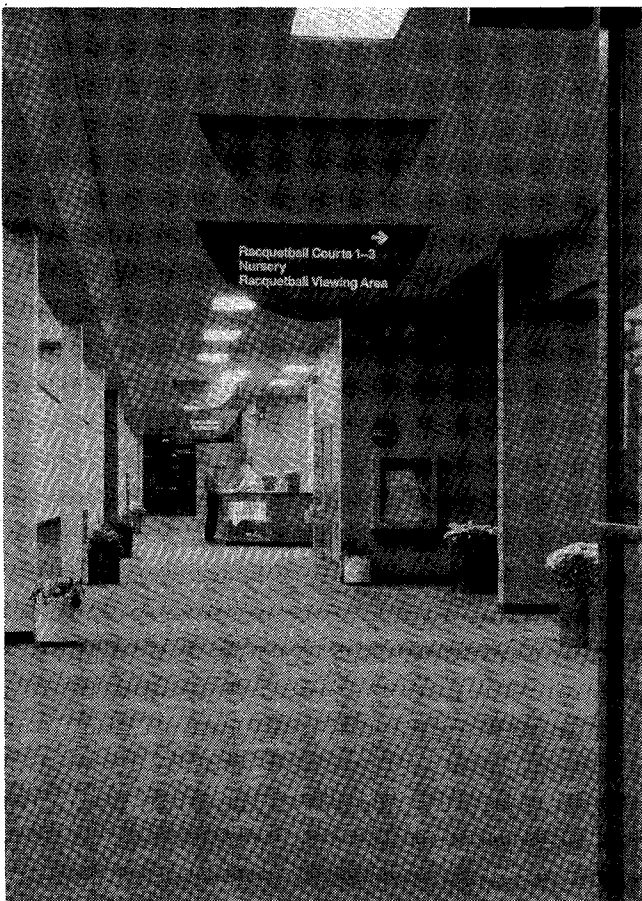
If you would like more information on women's involvement in soccer, contact:
Cathie Currie
Director
Women In Soccer, Inc.
242 East 75th Street
New York, NY 10021



Equality has found its way to the soccer field at the Storage Technology Corporation.

Suggestions of Splendor

Sentry Insurance Company—a national leader in corporate employee fitness and wellness programs—has now made it possible for workers at its central Wisconsin world headquarters to enjoy tennis in the middle of December.



A view of the Sports Center's interior from the main entrance.

Yes, tennis in Wisconsin in the middle of December!

Based in Stevens Point, Sentry recently opened the largest racquet facility in the region as part of SentryWorld, a 280-acre complex devoted to employee and community recreation and fitness.

The Sports Center, designed by Haver, Nunn and Collamer Architecture-Engineering-Planning, Inc. of Phoenix, houses six tennis courts; five racquetball courts; lockerroom facilities; a restaurant and lounge; and children's nursery. The 104,000-square-foot building also serves as a clubhouse and pro shop for a recently-completed 6,800-yard championship golf course designed by Robert Trent Jones II.

"Our Sports Center is designed as the centerpiece for the company's wellness and fitness program," stated John W. Joanis, Sentry's Chairman of the Board and Chief Executive Officer. "And by sharing the facilities with our friends and neighbors in central Wisconsin, we can contribute to the general wellness of area residents."

Bill O'Neil, Vice President-Real Estate for Sentry, said the new building was designed for year-round activities and maximum flexibility.

"One of our needs was for a multi-purpose building," O'Neil said. "While we needed an indoor tennis facility, lockerrooms and tennis and golf pro shops, we also necessitated a building that could be utilized 12 months a year for corporate and community functions."

Today, Sentry can offer its employees tennis in December and also accommodate 2,000 persons for a holiday sit-down dinner or corporate meeting.

Sentry enlisted the design services of Haver, Nunn and Collamer because the Phoenix firm had "a good



Overlooking the company golf course is Sentry Insurance Company's new Sports Center—a tribute to employees.

understanding of our needs and priorities by working on our western regional headquarters in Scottsdale," O'Neil said.


Bob Mrozinski, designer of the new facility and Senior Vice President of HNC, said that Sentry management had three primary design requirements for the Sports Center.

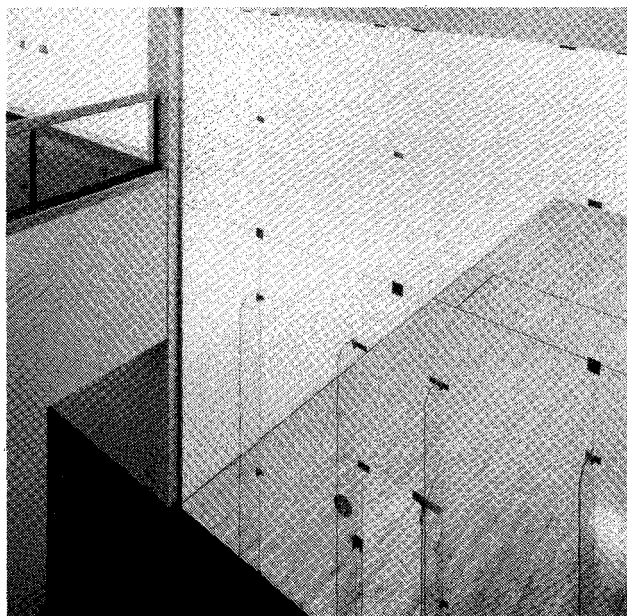
"First of all, the building had to be multipurpose in nature," Mrozinski said. "In addition, it had to serve as a clubhouse for the new golf course, and exude a feeling of charm."

Many special considerations had to be taken into account when designing the Sports Center, Mrozinski said.

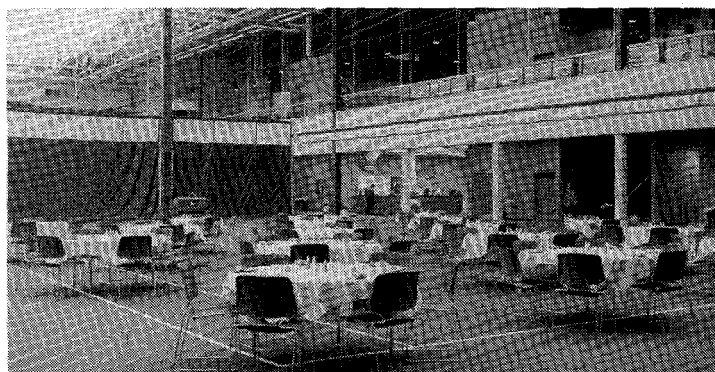
"For instance, special flooring had to be utilized so that the tennis surface could not be damaged by table and chair legs," the architect said.

Another special element of the building is moveable tennis nets and indoor netting that separates the six indoor courts. Mrozinski and his associates mounted the nets on motorized rollers that rise toward the ceiling when the Center is used for meeting and social functions.

Throughout the project, Mrozinski said, Sentry's overriding design considerations were for its employees and other users of the new facility. "Mr. Joanis and his staff have an overwhelming concern for the comfort and fitness of Sentry's employees, and the building's design reflects this concern without sacrificing functionality." 



An exhibition racquetball court (above) and the multi-purpose tennis area are a few of the many features which make the Sports Center truly splendid.





Recreation and Leisure: Improving the Quality of Life


by Donald C. Weiskopf
(Allyn and Bacon, Inc., Boston, MA, 1982.)

Recreation and Leisure: Improving the Quality of Life provides an introduction and in-depth overview of the exciting and ever-growing field of organized recreation and leisure services. The leisure boom has resulted in explosive growth in a multitude of leisure-time activities. Americans are spending more than \$240 billion annually on leisure and recreation, and, as a result, leisure-time activities have become the United States' number one industry. This huge expenditure is a good indication of how zealously Americans today pursue "the good life" beyond their work and home.

Since the release of the first edition, entitled *A Guide to Recreation and Leisure*, the leisure services industry has experienced considerable growth and development. A larger scope of leisure services and recreation resources, increased leisure awareness and the availability of more free time, and greater expenditures for recreation have combined to produce a society more oriented to leisure. Numerous social forces and problems continue to influence the development of the leisure and recreation field. A study of the impact of these forces, coupled with a comprehensive and authoritative description of the rapidly expanding array of organized recreation services, is the basis for this new edition.

The book has been designed as a text in college and university courses and as a basic guide for professional recreators on all levels of organized recreation service. The book should also be an excellent reference and source guide for community and civic leaders, agencies, and organizations of all types, including members of boards and commissions, volunteer leaders, club leaders, and planning committees.

Perhaps the most important challenge for those in the recreation and leisure services industry is the task of educating people to accept and use leisure. The wise use of leisure time is the challenge of this era. People must acquire leisure literacy if they are to use leisure time constructively. Unfortunately, society and particularly education, until only recently, have done little to prepare people for a life of meaningful leisure. The great majority of the American people does not know how to use leisure in a creative, positive way.

In this book Donald C. Weiskopf, a 16-year teacher and long-time practitioner in the field of recreation, traces the development and probes the future of recreation and leisure to give a clearer focus to today's leisure ethic. 

ASSOCIATE PROFILE

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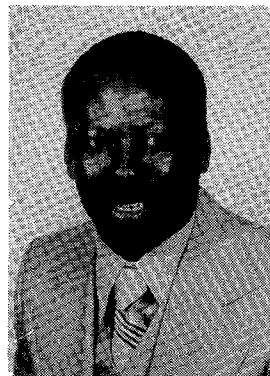
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If you would like to learn more about this program, contact Mary Anne Batchelor at (312) 458-3192 or write to P.O. Box 29108, Chicago, Illinois, 60629. 

TOURNAMENT NEWS

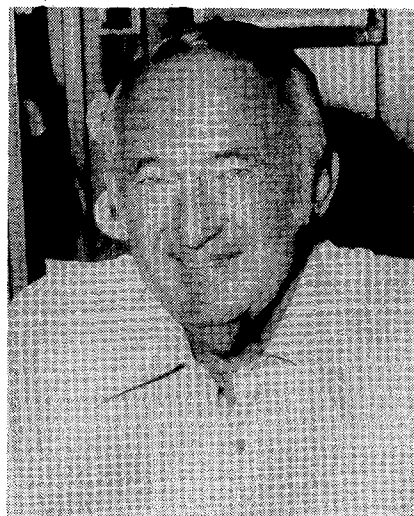
by Leroy Hollins, CESRA
Martin Marietta Aerospace
NESRA Vice President,
Member Services



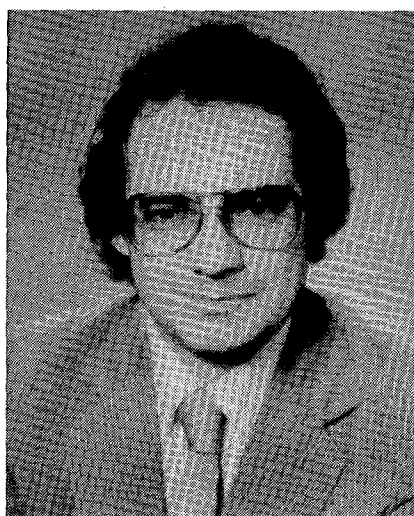
Another Salute to NESRA's Stars

In the August issue of *Employee Services Management*, NESRA saluted its stars—those dedicated individuals who make the national tournaments happen.

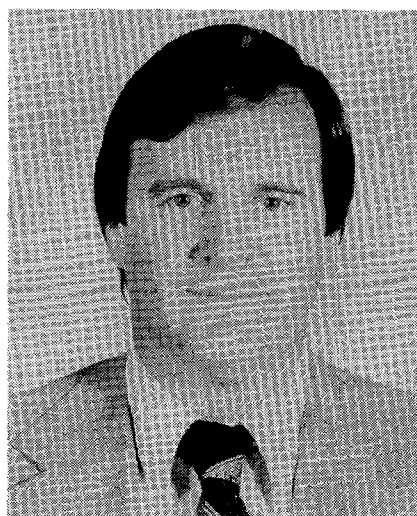
In this issue of ESM, I would like to honor another set of NESRA stars, the regional golf tournament coordinators. Thanks to Bill Bruce, Motorola, Jim Long, Maryland National Bank, and Don Strosnider, DuPont, NESRA regions II, III, IV, VII and VIII aced another golf season.




Bill Bruce, Motorola, Scottsdale, Arizona, region VII golf tournament coordinator. 273 men and 33 women took to the greens in September courtesy of Bill Bruce. This six-year golf tourney coordinator is also a regional director of NESRA's region VII and a board member of the Motorola Golf Association. Bruce has received numerous awards for his dedication to the field of employee services and recreation, among them a NESRA promotional award and an outstanding service award from the Metropolitan Phoenix YMCA. In addition, Bruce was recently named the first charter member of the Scottsdale YMCA's Golden Book of Service.



Jim Long, Maryland National Bank, Baltimore, Maryland, regions II, III and VIII golf tournament coordinator. A NESRA member for three years, Long is also on the board of directors for the Baltimore Blast (a Major Indoor Soccer League team) and a member of the board of directors of Downtown Baltimore Childcare, Inc. Long's experience in the area of professional baseball is shared with local Little Leaguers and coaches in frequently conducted clinics. He also addresses the psychological aspect of baseball in lectures at area hospitals.



Don Strosnider, DuPont, Savannah River Plant, Aiken, South Carolina, region IV golf tournament coordinator. A NESRA member for more than two years, Strosnider plans to run for regional director this year. He is currently a treasurer of the Augusta (Georgia) Track Club and regularly enjoys running, bowling, softball and racquetball. 

Global Obsession

(continued from page 16)

"We're experimenting somewhat with our soccer league," explained Kirt Compton, Kodak Park Activities Association Executive Director, "in that we offer no championship awards, no prize money and no trophies to soccer participants as we do in other sports. We de-emphasize competition and instead encourage fitness and participation.

"Our soccer league," continued Compton, "is broken down into various divisions based upon skill levels. Some divisions are somewhat competitive, while others are composed of department members just out for a good time. I really like what I see in the league. When players make mistakes, the team doesn't turn on them. Everyone places a high priority on teamwork and sportsmanship."

Also de-emphasizing competition is the General Dynamics Recreation Association.

"We've managed to avoid the Little League syndrome with our youth leagues," boasted Soccer Commissioner Duttweiler. "Every child has the chance to play and winning is not the sole purpose of the game."

Duttweiler also offered advice to the employee services and recreation director thinking about starting a soccer league:

"First and foremost," began Duttweiler, "you need someone with soccer know-how to coordinate the league. Then you need to find facilities to use for the games. City parks or existing company softball fields should be looked into before any on-site soccer field is constructed. You don't want to invest a lot of money if the interest isn't there. After the facilities are found, you need to advertise throughout the company—on bulletin boards, in newspapers or memos—in order to recruit at least 44 people, enough to make up four teams. After the teams are set, volunteers to coach must be recruited and referees obtained. Finally, the person in charge of the soccer league must compose the season's schedule."

INJURIES ASSOCIATED WITH SPORTS & RECREATION EQUIPMENT TREATED IN HOSPITAL EMERGENCY DEPARTMENTS

	1982		1980		1979		1978	
	Estimated Cases	Mean Severity*	Estimated Cases	Mean Severity*	Estimated Cases	Mean Severity*	Estimated Cases	Mean Severity*
Baseball	471,797	22	442,909	21	438,810	21	399,874	22
Basketball	434,185	16	421,052	16	388,665	17	349,760	15
Bicycles & Accessories	549,863	37	503,594	37	537,109	32	446,878	37
Bowling	21,335	13	20,324	17	21,956	15	15,409	15
Exercise Equipment	45,370	27	46,483	25	41,941	18	20,568	23
Fishing	64,051	26	56,001	30	53,130	27	51,320	28
Football	443,361	20	463,754	21	425,221	21	394,827	21
Golf Equipment (Including Golf Carts)	21,561	24	21,915	42	20,026	29	21,369	70
Guns, All Types	62,922	116	47,649	104	51,178	104	26,489	60
Gymnastics & Associated Equipment	56,918	20	61,365	20	51,083	20	50,300	16
Hockey (Field & Ice)	50,460	22	58,778	23	46,286	22	41,325	23
Ice & Roller Skating & Skating not spec.	235,846	19	240,595	19	177,533	20	32,198	30
Mopeds, Minibikes, & other such vehicles	51,422	47	54,610	44	46,608	43	20,464	58
Playground Equipment	177,336	28	156,207	30	169,184	27	155,158	27
Skateboards	24,423	22	31,900	19	45,652	23	87,093	25
Snow Skiing	47,092	22	53,731	18	48,327	22	103,893	24
Snowmobiles	8,932	32	18,229	62	15,147	39	25,042	48
Soccer	96,573	15	94,206	17	85,465	19	73,395	16
Swimming & Swimming Pools	110,932	109	113,424	86	87,680	105	68,405	70
Tennis, Badminton & Squash	72,922	21	77,040	24	83,965	20	61,557	17
Toboggans, Sleds, Snow Discs, & Tubing	34,345	46	31,899	30	39,401	33	61,057	32
Track & Field Activities	54,728	21	31,592	14	24,216	22	15,996	16
Trampolines	9,281	21	6,050	19	12,340	24	15,387	25
Volleyball	76,165	14	73,697	14	75,864	14	70,764	14
Water Skiing, Tubing, & Surfing	24,190	23	27,087	34	27,812	25	29,838	47
Wrestling (Organized Activity)	70,368	21	67,508	19	63,806	24	53,691	20

*Each product-related injury is assigned a severity value based on three factors: injury diagnosis, body part involved and disposition of the case. In 1981, the product with the highest estimated mean severity was liquid fuels at 206. Cutlery and knives (unpowered) were the lowest with an estimated mean severity of 12.

Source: National Electronic Injury Surveillance System (NEISS)

Prepared by: National Sporting Goods Association, 1699 Wall St., Mt. Prospect, IL 60056 (312) 439-4000

Soccermania: where is it going?

Most experts agree that the ingredients are there for soccer to become America's newest national obsession. The future looks quite optimistic for soccer players, fans and team owners alike. Things look so good, in fact, that soccer has been deemed the "sport of the 80's."

So, it is the wise company, points out Kirt Compton, that takes a look at the community, the society, the world, and pauses to absorb what's going on and then grow with it.

And if the corporate eyes are indeed opened, one sport should hold their gaze: soccer, the game of the decade.

Effective Citizens

(continued from page 7)

outs. Similar arrangements were made for visits by Hubert Humphrey and George Wallace, in 1968, so the Campaign Committee was not totally inept. However, with such short notice, much effort was needed to successfully host one of George Bush's major campaign addresses. The event did go extremely well, and Avco Lycoming employees were thrilled by the excitement which permeated the atmosphere, as well as the national media exposure which followed.

More importantly, however, the Bush visit reaffirmed the company's commitment to the Effective Citizen's Campaign. Undoubtedly, the event will serve to stimulate employee involvement and participation in future campaigns. And isn't that what being a good citizen is all about?



Candidate George Bush addresses a throng of employees during the 1980 AVCO Lycoming Effective Citizens Campaign.

Flextime

(continued from page 9)

approach being tried by corporations, she says, is "work-sharing."

These plans all involve reduced work hours for employees, said Rosenberg, who has co-written a book of 36 "work-sharing" case studies to be published by the Upjohn Institute. The three basic categories of "work-sharing" are:

- Temporary reduction in work hours.
- Permanent reduction in work hours.
- Flexible work-life options.

"Temporary reductions in work hours are short-term strategies adopted for a limited time during an economic downturn, with pay reduction," Rosenberg said. "Two types are a shortened work week for all employees," and "rotation layoffs," in which all affected employees rotate weeks of work with weeks of non-work (sometimes collecting unemployment insurance benefits).

Permanent reduction in work-hour plans include shorter work weeks (with or without reductions in pay and benefits), extended holidays and vacations and job-sharing.

The third category, flexible work-life options provide periodic breaks in work lives of full-time employees. Among the most popular:

- Voluntary time-income trade-offs—contractual arrangements that allow full-time workers to voluntarily reduce their wages or salaries in exchange for additional time off.
- Leaves—sabbaticals or paid blocks of time away from work to pursue leisure, educational or personal interests or social-service projects.
- Phased retirement—gradual reduction of weekly work hours or chunks of time off for older employees before full retirement.

Companies should take note, said

Richard Kinney of the J. C. Penney Company, "that the number one recommendation of the White House Conference on Families was that business labor and government implement personnel policies that will enable people to hold jobs and still have a strong family life."

Among the advantages for companies that institute alternative work options, he said, are improved productivity, morale and job satisfaction, reduced absenteeism and tardiness and the ability to attract and retain good employees.

Disadvantages include possible disruptive effects, "supervisor's perceived loss of control," increased paperwork, the potential for abuse and managerial resistance to change. "My opinion," said Kinney, "is that the advantages outweigh the disadvantages."



NEWS IN BRIEF

(continued from page 17)

rise at an annual rate of 2.7 percent in the current quarter and 3.9 percent in the closing quarter of this year. As a result, the year will end with a rate of production—real GNP—at 2 percent above that of first quarter 1982, the trough quarter of the 1981–82 recession."

The U-M economists pointed out that the comparative weakness of first half 1982 (a 1.8 percent annual rate of decline of real GNP) reflected a general weakness in business fixed investment, homebuilding activity, auto sales, inventory investment and government purchases.

"Except for business capital purchases which are forecast to continue downward during the second half of this year, all of the sectors which were especially weak during the first half of 1982 are forecast to be recovering in the second half of the year," they explained.

"This second-half turn-around in

economic activity is forecast to derive from three key factors. The first is a substantial increase in consumer purchasing power as the pace of inflation remains moderate while federal personal taxes drop by some \$30 billion at annual rate as a result of the second stage of the 1981 Tax Act. The second is the far more favorable inventory position in the business sector after more than half a year of declining stock levels. And third, we are expecting that interest rates will continue to move mostly, even if mildly, downward over the next several months, and that the lower interest rate pattern thus established will not be much affected by the early stages of economic recovery."

Hymans and Cray forecast that by the end of this year:

- The unemployment rate will be back to about 9.5 percent after having peaked at about 10 percent.
- Car sales will have recovered to an annual sales rate above 8½ million units.
- Housing starts will be at a rate in excess of 1 million, and rising.

"The growth of purchasing power, improving sales rates, rising capacity utilization, and moderate inflation during the next six to nine months will all contribute to accelerating the growth of economic activity throughout 1983," the U-M economists said. "Business investment purchases will no longer be declining after the end of this year, and will begin to increase as a share of real GNP by the spring of 1983."

The U-M economists forecast that by the end of 1983:

- Autos will be selling at a rate of about 11¼ million units.
- Housing starts will be at or above 1.6 million units.
- The unemployment rate should have declined to about 8¼ percent, or by nearly 1½ percentage points compared with year-end 1982.
- The price level for consumer goods and services—as measured by the personal consumption deflator—should be about 5 percent above its level of year-end 1982.

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'Astounding' Increase in Camping Reported

At the recent conference sponsored by the Travel and Tourism Research Association in Florida, research by the U.S. Travel Data Center showed an "astounding" 40 percent increase in the number of camping vacationers over last year. Data for recreational vehicle purchase back up this prediction. The jump is attributed to camping's economical advantage over other lodging.

AMA Panel Finds Exercise Aids Heart Attack Patients

Regular vigorous exercise can improve the health of many people who have suffered heart attacks, according to a statement issued by an American Medical Association panel.

Because exercise programs are now regularly prescribed for many patients with heart disease, the AMA's Council on Scientific Affairs conducted a study of the pros and cons of such programs. Three advisory panels of experts in various aspects of exercise rehabilitation advised the AMA Council in preparing its statement which was published in the *Journal of the AMA*.

The statement emphasizes that physician direction of exercise programs is critical to the proper use of the services for heart patients. Exercise testing is important in prescribing programs and in monitoring the patient's progress.


The report concludes that exercise has definitely been shown to improve the health of the heart patient, but has not yet been shown to improve survival.

The report also states that as the post-heart attack individual gains strength and endurance through regular exercise, there is psychological improvement in self-image and in overcoming the depression that frequently follows a heart attack.

The council statement recommends that exercise should use large muscle groups, be performed at least three times each week, and be kept

up for 30 to 45 minutes at a vigorous pace. The patient should push himself up to 50% to 75% of maximum physical potential, the report recommends; less intensive exercise may help, but may be less effective.

The report stresses that the exercise programs are not for all heart patients. Some types of heart disease are made worse by vigorous activity, the report explains, and careful diagnosis and prescription of activity

by the physician are highly important. 

This publication is available in microform.

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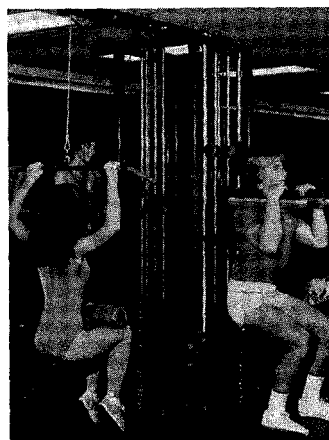
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President's Word

(continued from page 5)

performance of your group?

All of these questions are not only important to you as a growing professional, but also critical to the growth of your organization. A negative attitude toward growth and change greatly endangers both the professional and his or her company. There is always a way to greater produc-

tivity. Said Elbert Hubbard: "The world is moving so fast these days that the man who says it can't be done is usually interrupted by someone else doing it."



NAMES IN THE NEWS

Recognized for Excellence

Leroy Hollins. NESRA's Vice President of Member Services, Leroy Hollins, recently received an Operational Performance Award from his employer, Martin Marietta, "for outstanding performance in administration of an employee recreation and services program that contributes significantly to improved employee morale, acquisition of more than 2000 new employees, and a continued low employee attrition rate of less than one-half the industry average."

Hollins' award, given at Martin Marietta's Annual Awards Night banquet held in June, recognizes his outstanding contribution to the success of Denver Aerospace in 1982.

Evidence

(continued from page 8)

panies they may use company shower and locker facilities for sports activities.

- Eight of these organizations operate their own child care centers at the workplace, and six have on-premises centers operated by an outside service.
- Two-thirds of all the responding companies sponsor sports teams—usually baseball or softball teams and/or bowling leagues.
- Discounts for vacation travel, amusement parks, or special events are arranged for employees in more than half (58%) of the responding organizations and social or interest groups have been formed in almost one-third of the firms.

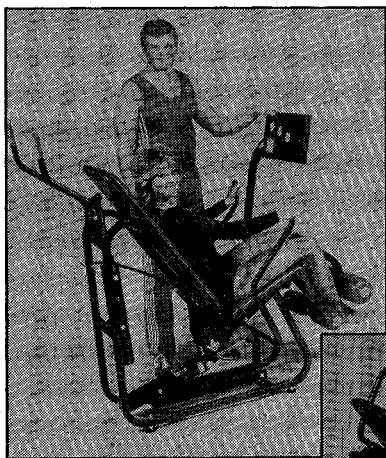
Child Care

- Of the 313 responding employers, only 18—mostly non-business organizations—have day care arrangements for employees' children.



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IDEAS CLINIC

(continued from page 19)

association include:

- Programs provided to improve mental and physical health, reduce absenteeism and boredom of routine work, and foster a camaraderie among all employees
- The improvement of communication and cooperation between employees, employers and the community
- The development of a means for leadership training, and self-improvement without fear of failure or disappointment
- A fulfillment of the human need for recognition, involvement and life-long interest in a variety of wholesome activities
- The involvement of employees' families and friends in programs that are beneficial to them and which also improve community relations for the company
- The creation of an in-house familial atmosphere to encourage freedom of expression, to recognize suggestions for improvement and to offer educational opportunities, assistance and counseling
- Programs provided that aid employees in their retirement years and include them in activities offered

through the association

- Services provided that represent savings, comfort and leisure opportunities, involving the employee and his or her family on a personal and optional basis (These services must remain a credit to the association and the company.)
- Revenue generated through charging dues in the employee association which will help offset operating expenses

The employee association, with management's interest and assistance present, will have considerable impact upon company productivity and be one of the more appreciated benefits provided the employees and their families.

I believe the answer to your question, "Would such an association provide better results?" is unequivocally a "YES." Constant focus upon the key factors for the association's success—the manner in which it is organized, the competency of management in its directives and guidance, the interest and assistance given it by management, and the objectives determined and practiced—will, undoubtedly, render the many benefits which can boost employer-employee relations and enhance the total company image.



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NESRA CALENDAR

Drop in on fellow NESRA members when in the area. Check the "NESRA Calendar" before you travel.

Anchorage Industrial Recreation Council/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson CESRL (213) 354-5367 or Jim Mowery (213) 840-4077.

Capital Area Recreation Council/Austin, Texas. Meets on the fourth Thursday of the month. Contact Bill Harty—(512) 928-6251.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Beverly Grover—(614) 463-9545.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets third Tuesday of each month except July and September. Contact Mickey Negron—(214) 828-7130.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CESRA—(513) 227-5938.

Denver Metro Industrial Recreation Council/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Orange County/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CESRA—(714) 732-2432.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CESRA (301) 496-6061

Long Island Industrial Recreation Directors Association/Nassau-Suffolk County, New York. Meets monthly. Contact Chester Baumgartner, CESRA—(516) 575-2269.

Greater Bridgeport YMCA Recreation Council/Bridgeport, Connecticut. Meets on the third Tuesday of the month. Contact Jesus Cerrilla—(203) 334-5551.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mary Kennedy—(313) 225-3938.

Metro Employees Recreation Chapter/Houston, Texas. Meets on the third Thursday of the month. Contact Laura Davis—(713) 754-5825.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets on the third Thursday of the month. Contact Jayne Epperson—(612) 456-2841.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

Rockford Area Services Association/Rockford, Illinois. Meets on the third Tuesday of the month. Contact Laura Miller—(815) 964-4671.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CESRA—(714) 238-6865.

Seattle Metropolitan Industrial Recreation Chapter/Seattle, Washington. Meets on the last Wednesday of the month. Contact Darrell Gosh—(206) 621-6869.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CESRA—(419) 475-5475.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Dave Howard—(703) 893-5400.

Conferences and Exhibits

42nd Annual NESRA Conference and Exhibit will be held May 5-8, 1983, Columbus, Ohio. for further information contact the NESRA office at (312) 346-7575.

The 1982 Region I Conference and Exhibit will be held October 28-31 at the Providence-Biltmore Hotel, Providence, Rhode Island. For further information contact Alice Bucca at (617) 493-3318.

The 1982 Region III Conference and Exhibit will take place November 18-20 at the Drake-Oak Brook Hotel, Oak Brook, Illinois. For further information contact Britta Mansfield at (312) 496-3232.

The 1982 Region VII Conference and Exhibit will take place September 23-26 at the Oakland-Hyatt Hotel, Oakland, California. For further information contact Jody Merriam at (415) 273-3494.

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Employee Services

JOURNAL OF EMPLOYEE RECREATION

Management

HEALTH AND EDUCATION NOVEMBER 1982



SERVICES & ACTIVITIES

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Conferences—Five are conducted annually to stimulate participation in employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Free Clerical Services—Provided by NESRA for intra-membership communication.

Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NESRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

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The National Employee Services and Recreation Association, NESRA, (formerly the National Industrial Recreation Association, NIRA), is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Employee Services Management* is only one of many services included in NESRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

Employee Services Management

JOURNAL OF EMPLOYEE RECREATION

HEALTH AND EDUCATION

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In This Issue . . .

The complexion of the American workforce will change dramatically in the next 50 years; by the 21st century, older workers and retirees will be the dominant segment.

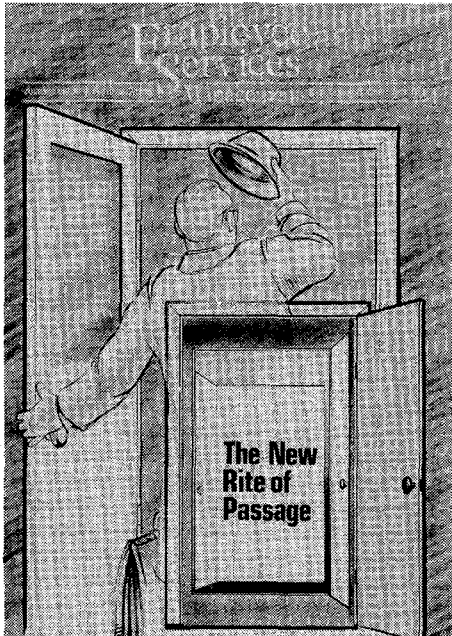
This demographic shift will require employee services and recreation managers to provide additional retirement benefits, pre-retirement planning programs and retiree activities.

"The New Rite of Passage," this month's cover story, offers managers a map for planning the road ahead through pre-retirement planning, the newest practice easing employees' transitions into retirement.

Financial planning is perhaps the most critical practice for retirees. In the article, **"The Facts About Social Security,"** Social Security Commissioner John A. Svahn addresses the economic impact of Social Security and retirement living.

Health and fitness are also important considerations for the retiree. Studies show an active lifestyle contributes to a longer, healthier life. **"Fun 'n Fitness for Golden Aged,"** details how more than 4,000 athletes over 55 celebrate fitness at a national sports festival. 

Cover design by Gordon Maltby



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Employee Services Management

JOURNAL OF EMPLOYEE RECREATION

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formerly RECREATION MANAGEMENT

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____ **"YES WE CAN"**. Harry Cordellos gives an inspirational and motivational presentation on his many impressive accomplishments within the field of recreation despite being blind.

____ **"EMPLOYEE ASSISTANCE PROGRAMS—SHOULD WE, COULD WE AND HOW WOULD WE?"** Bob Schenk, Corporate Manager/Employee Assistance Programs, Owens-Corning Fiberglas, discusses drug and alcohol treatment programs and the expansion of these into areas such as personal, financial and family counseling.

____ **"EMPLOYEE ASSOCIATIONS—TO BE OR NOT TO BE"**. Phyllis Smith, CESRA, Recreation Director, Hughes Fullerton Employee Association, provides information regarding the pros and cons of employee associations, the legalities and the mechanics for development.

____ **"COMPUTER HARDWARE AND SOFTWARE—INFORMATION AT YOUR FINGERTIPS"**. Ralph Barr, Principal Development Engineer, Honeywell Avionics South, demonstrates the benefits of utilizing computers for employee activity programs and provides information on how they can be programmed into existing systems.

____ **"PRACTICING REASONABLE CARE IN YOUR PROGRAMS"**. Dr. Tony Marshall, Associate Dean, Hospitality Management School, Florida International University, explains many of the precautions that must be taken when planning recreation programs and special events. This session covers these and gives you additional ideas that can eliminate risks before they become problems.

____ **"COPING WITH LIFE ON THE RUN"**. Dr. George Sheehan, Department of Electrocardiography and Stress Testing, Riverview Hospital, brings to light how fitness programs and recreational activities should complement each other so as to improve a person's lifestyle.

____ **"COMMUNICATION TECHNIQUES—REACH OUT AND SELL SOMEONE"**—Parts I & II. William Boone, Corporate Relations Director, Allstate Insurance Company, helps you develop communication skills toward management, employees, press and media and community organizations. SOLD AS A SET—\$12.00.

____ **"BEGINNING FITNESS PROGRAMMING—STARTING OUT ON THE RIGHT FOOT"**. Richard M. Brown, CESRA, General Manager, Texins Association, answers the often asked question, "Where do I start?"

____ **"CHAPTER DEVELOPMENT—WHAT'S IN IT FOR YOU?"** Ralph Ferrara, CESRA, Manager/Employee Recreation, General Mills, Irene Heavey, Manager, Employee Benefits and Services, Sperry Univac Federal Systems and Leroy Hollins, CESRA, Recreation Director, Martin Marietta Aerospace, explain how to start a NESRA Chapter. Items regarding bylaws, dues, organization structure and benefits are discussed.

____ **"STRESS AND THE AMERICAN WORK ETHIC"**. Dr. Arthur L. Anderson, Chairman, Sociology Department, Fairfield University, presents information on the work ethic as perceived by employees today and how job related stress has become a genuine concern of business today.

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NEWS IN BRIEF

Corporate Day Care Off To a Slow Start

Child-care aid by firms is spreading slowly despite a tax-law change, reported the *Wall Street Journal*.

Under last year's tax law, employers that run child-care centers for workers' offspring or give vouchers for their care elsewhere no longer need tax the benefit as wages. But the idea has yet to catch on.

It's "a really bad time to start a new program," says Minnesota, Mining & Manufacturing, which offers child-care referrals but no payments. Dayton-Hudson hesitates because of a lack of IRS rules on the break.

Still, some do take advantage. About half of 24 companies cite the tax law as why they joined Kinder-Care Learning Centers' "Kindustry" program: it offers discounts for employer subsidies. Hewitt Associates, a consulting firm, provides a certain employee up to \$1,000 yearly in child-care aid. The New York law firm, Slade Pellman & Biehl, offsets the aid with pay cuts.

EPCOT CENTER BEGINS NEW ERA IN DISNEY ENTERTAINMENT

A new era in Walt Disney World entertainment began last month with the opening of Epcot Center, a 260-acre showplace that spotlights futuristic ideas and technologies along with

the arts, culture, craftsmanship and natural wonders of great nations. The Center provides a major focal point for the "Experimental Prototype Community of Tomorrow" envisioned by Walt Disney before his death in 1966.

Epcot Center theme areas of Future World and World Showcase introduce new dimensions in entertainment based largely on human achievements and the creative ideas shaping future possibilities. Included
(continued on following page)



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NEWS IN BRIEF

(continued from previous page)

are thrilling ride-through attractions, adventure shows and visual experiences that demonstrate past, present and emerging wonders of the world.

Epcot Center is described by its designers at WED Enterprises, the Disney engineering and design unit, as a permanent World's Fair of imagination, discovery, education and exploration that will never be completed. Additional attractions now under construction will bring total costs of Epcot Center to more than \$1 billion by the end of the first year of operations.

Eventually, additions to Future World and World Showcase are expected to encompass more than 500 acres at the site. Epcot Center is located about three miles south of the world-famous Magic Kingdom, which has attracted nearly 140 million visitors from 100 countries since it

opened 11 years ago.

Walt Disney World officials estimate Epcot Center will attract some eight million visitors per year initially, bringing total annual attendance at the Central Florida resort and vacation property to around 20 million guests.

Lifestyle Linked to Health Threats

Major health threats facing Americans are changing, according to Dr. William Foege, head of the National Centers of Disease Control. The big problem is no longer life-threatening disease. Now, he says, the major health care problems stem from people failing to choose the proper lifestyle. Dr. Foege noted things like cigarette smoking, alcohol, and not using seatbelts as major causes of premature death in the U.S., areas the Red Cross is concentrating upon as part of its new health initiatives plan.

Recreation Is Major Impetus for Travel

"Pursuit of recreation is the major reason for travel and tourism today," according to Undersecretary of Commerce Peter McCoy as he spoke to a gathering of recreation leaders and federal officials at the American Recreation Coalition's September Recreation Roundtable.

Mr. McCoy also talked about the National Tourism Policy Council, established by legislation in 1981 to consider the concerns of the recreation, travel and tourism industries and comprised of representatives from a wide range of federal agencies and departments. "The Council reflects a determination on the part of Congress to avert a repeat of what occurred during the energy crisis of 1974 when recreation and tourism were classed as 'nonessentials,'" noted McCoy.

The Administration official cautioned, though, that "there is no absolute guarantee that the concerns of the leisure industry will prevail because of the Council, merely that they will be taken into account." He stressed the fact that the Council can only consider those concerns of which they are aware; it is up to the involved industries to be vigilant on public issues and to keep Council members informed.

Greater Emphasis On Productivity, Information Management

Historically low capital investment per worker has held back increases in office productivity, but all of that is going to change by the mid-1990s, according to Predicasts, Inc., the Cleveland-based business information and market research firm.

In a recently completed study, Predicasts says that sales of equipment for automation of the office of the future will grow 8 percent annually through 1995 and total \$18.8 billion, up from \$6 billion in 1980.

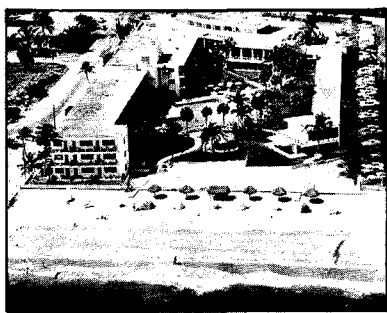
Robert D. McLean, Jr., Predicasts analyst, points out that selective labor shortages (as more women eschew clerical jobs in favor of managerial and technical positions), rising labor costs and the relatively low level of white collar productivity all combine to make the labor-intensive office environment ideal for automation.

He notes, in particular, that the relatively low level of office productivity is primarily the result of low capital investment per worker. For instance, over the past decade, estimates of the relationship between increased productivity and capital investment per laborer show an almost 200 percent increase for an in-

(continued on page 24)

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NIRREF BRIEFS

The National Industrial Recreation Research and Education Foundation, NIRREF, was established in 1964 as a separate entity from NESRA (then NIRA) to develop and collect information on the latest trends, methods and techniques of employee services and recreation.

Their studies enable NESRA members to evaluate their programs and to keep informed of trends in the field of employee services and recreation.

Among NIRREF's most recognizable accomplishments include the publishing of the introductory college textbook: *Industrial Recreation: Employee Services and Activities*; and, most recently, the coordination of the 1982 NESRA Membership Program Survey, to be published in the December/January issue of *Employee Services Management Magazine*.

Following is a list of NIRREF officers:

Chairman—Dr. Arthur L. Conrad, CESRA

Secretary/Treasurer—Patrick B. Stinson

Trustees—Alice Bucca, CESRA
Dr. David Groves
Frank Havlicek, CESRA
Edward C. Hilbert, CESRA
Roy L. McClure, CESRA
Dr. Robert Wanzel

NAMES IN THE NEWS

Promoted

Stephen W. Edgerton, CESRA and NESRA President, was recently promoted to Manager, Recreation and

Fitness Services for the Xerox Corporation. Edgerton's new responsibilities include the management and direction of a six person professional staff; the coordination of three Monroe County locations; and the maintenance and improvements of those facilities. Edgerton succeeds William DeCarlo, CESRA, who recently retired.

NESRA Staff Change

Michael T. Brown, NESRA's Di-

rector of Marketing, will now assume the responsibility of new chapter development. This change comes with the recent assignment of Bashian Publishing, Inc. to the advertising sales management of *Employee Services Management Magazine*. Brown will continue to coordinate exhibit booth sales, associate membership, tournaments and awards, and the publishing of the NESRA membership directory.



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Employee Travel Planners was founded in 1975 to serve an ever-expanding employee travel market. At ETP, we strive to provide excellence at minimal cost.

As a new associate member of NESRA, it is our desire to become acquainted with each member organization and their respective employee services coordinator. We believe that our experience can provide substantial benefits to our fellow members. Our employee travel groups provide up to a 25% discount.

Employee Travel Planners has been specializing in Bermuda group travel for the past six years. Accordingly, we will be operating group departures every Sunday and Monday beginning April 10, and concluding November 19, 1983. Featured are the deluxe Elbow Beach Hotel and the beautiful Belmont Hotel and Golf Club. We also offer 7-day group cruises departing every Sunday through July and August from New York to Bermuda aboard the

Holland America line. Our discounts are based on regular, published rates, not on artificially inflated rates. We urge that you request, and compare our proposals line for line, so as to fully understand that our program is of highest value.

We have been working with Bermuda for many years, and proudly boast of an excellent relationship with many Bermudians. This relationship will undoubtedly benefit our fellow members of NESRA and their employees.

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Economics of Aging

Edited by Malcolm H. Morrison, Ph.D. (Van Nostrand Reinhold, Mail Order Service, 7625 Empire Drive, Florence, KY, 41042, 315 pages, \$24.00)

Over the past twenty years there has been a dramatic shift in the ratio of the working to non-working population. The ranks of the retired are increasing rapidly in the United States primarily because of increasing longevity coupled with the early retirement trend. The drop in the birthrate has exacerbated this trend, resulting in an increasing older population. Consequently, providing needed economic support for the aged has become a major national social problem which must be resolved.

This far-reaching book provides a comprehensive analysis of current retirement trends, their probable future development, and national retirement policies with special emphasis on social security and employment policy. It explains new issues that have arisen due to the rising costs of public and private retirement benefits. Detailed discussions evaluate the relationship of these cost increases to a series of demographic and economic changes occurring in the nation. *Economics of Aging* probes the future of retirement by evaluating current economic and social trends in retirement behavior, retirement income, pension programs, worklife patterns and employment.

Executive Guide to Fitness


by Brian Budd and Val Clery
(Van Nostrand Reinhold, 135 West 50th Street, New York, NY, 10020, \$16.95)

Fitness is good business. Long hours at a desk, stressful situations, and other aspects of the executive life style can take a toll physically, as well as impair effectiveness and judgment.

More and more business executives are shedding their three-piece suits regularly to don track suits. They realize that a healthy business mind cannot function properly inside an unhealthy, unfit body. If a copying machine in your office were to break down at a crucial time, you wouldn't accept the excuse that there wasn't time to have the machine properly maintained. So why would you accept your own excuse that you haven't the time to keep yourself in shape?

Brian Budd outlines why you should be fit, reviews the differences between body types, explains the workings of the body's vital systems, sets out the basics of an

adequate diet, and describes the goals and essential components of a comprehensive fitness program.

Complete and comprehensive, the *Executive Guide to Fitness* shows the way to more youthful muscle tone, a lower heart rate, greater lung capacity, and increased energy to devote to whatever challenges arise. 

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Every day, across America, hundreds of thousands of managers pick up their telephones and conduct routine business matters. Through the telephone, they can reach business associates across the street or across the world.

Without a doubt, the telephone is among the most familiar office tools. Most of us reach for it as a matter of course, often without thinking. Few of us would question its value in the business world.

Yet the potential of this simple office tool is often overlooked. The telephone can be a valuable friend in most business transactions, increasing productivity and reducing travel time. When used in sales campaigns, telephone communications can be an important part of a company's marketing plan. The average industrial sales call, for instance, costs upwards of \$150. The average long distance phone call, on the other hand, costs \$3.

But as familiar as most managers are with the telephone, it is often underutilized as an effective business tool. For if it is used effectively, "phone power" can distinguish an excellent manager from a mediocre one.

Realizing this, Michigan Bell Telephone Company has designed a unique series of customer seminars to train business people at all levels in the best ways to use the telephone.

Termed "Straight Talk," the program offers four different seminars: inside sales (using the phone exclusively in sales calls); outside sales (using the phone to enhance face-to-face meetings); collections (how to use the phone to get money owed);

and telephone voice and courtesy techniques.

According to Leonard Mungo and Aaron Sellers, Straight Talk training supervisors, managers can be particularly ineffective in their telephone usage.

"As managers," says Sellers, "we're used to being in positions of authority. Therefore, when on the phone, we erroneously assume we should be firm and authoritative."

Mungo points out that the average business phone user forgets that the tone of voice or the choice of words can paint a vivid picture of the company to the customer. "I urge my seminar participants to smile before picking up the phone. That smile relaxes them and puts a more positive quality in their voices," he explained.

Since March of this year, when the Straight Talk program was established, Mungo, Sellers and other supervisors have trained nearly 800 people—from secretaries to general managers. They agreed to share insights about some of the most common problems they've witnessed.

Mungo: *Listening, without a doubt, is a major problem. Most of us do not receive training in listening. We are inherently bad listeners. One thing we especially do frequently is complete sentences for other people. That blows any type of effective communication.*

Sellers: *Yes, we urge participants to think critically while listening. Try to hear what the person is actually saying, not what you think they're saying.*

Mungo: *Another problem area is in how questions are asked. It's important to phrase questions properly in order to obtain the information you need.*

Sellers: *How your voice comes across is very important. There are many emotional factors involved in how your voice is accepted. Managers tend to pay little attention to the clarity of their speech, and they should.*

Mungo and Sellers urge all business people to remember that their voices can be goodwill ambassadors for their companies.


"You must try to sound cooperative and pleasant at all times," adds Sellers.

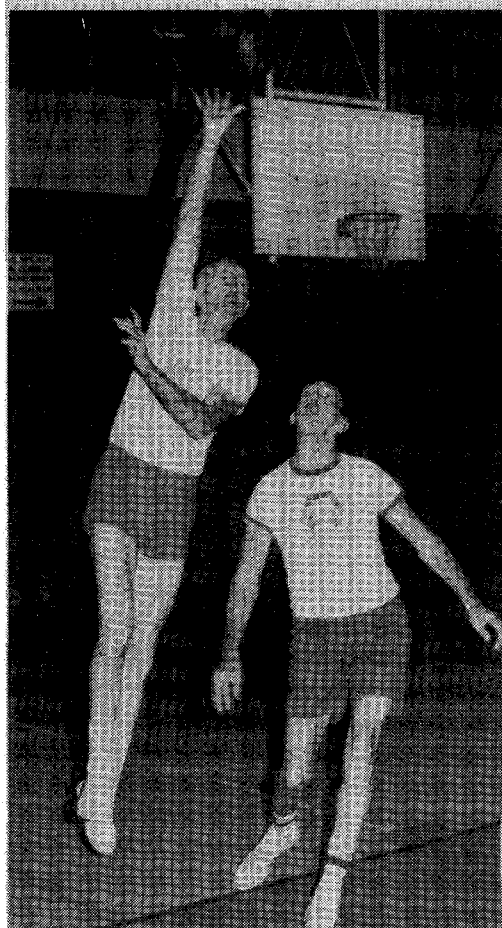
And, they advise, for managers to obtain maximum use of their time and phone calls, they must be consciously aware of the direction and duration of the call.

The caller must be prepared for the call by knowing what they want to accomplish. A fact-finding call demands specific, yet some open-ended questions. A confirmation call is most successful when close-ended questions are formulated before the call.

In addition, the caller should know as much of the individual, his or her background and business strategies as possible.

For the best results, callers should be disciplined, be prepared, know who to talk to and know their purpose prior to the call.

For more information on Michigan Bell's Straight Talk programs, phone toll-free, 1-800-482-1050 between 8:30 a.m. and 5:00 p.m. (Eastern Daylight Time). 



VYING FOR GOLD—More than 2,000 athletes—all over the age of 55—competed in the 1982 Post FUN 'n FITNESS Golden Age Games. A glimpse of last year's participants on the move in basketball, broad jump, sailing and track is a sampling of the 26 different events held at this unique national sports gathering.

Fun 'n Fitness for Golden Agers

More than 4,000 athletes over 55 competed in the eighth annual Post Golden Age Games in Sanford, Florida from November 8 through 13.

The national sports festival attracted entrants from the U.S., Canada and Puerto Rico who demonstrated their prowess in 34 competitive events ranging from canoeing to canasta. Sponsored by General Foods' Post Cereals and the Greater Sanford Chamber of Commerce, the games are part of a national FUN 'n FITNESS campaign which makes available free sports and recreational equipment for the young and old.

The week-long program included sailing, swimming, track and field, tennis, basketball, running and cycling. Among the less strenuous showcases scheduled were billiards, photography, checkers, knitting and cribbage.

"We were delighted to sponsor this unique gathering that is inspirational for men and women of any age," said

Ken Defren, manager of corporate communications for General Foods. "Senior citizens are exercising and enjoying it more than ever before. The Post Golden Age Games proves that age isn't an obstacle to fitness and dramatically underlines the fun of 'feeling good.' "


Last year a record 3,500 people entered the event, and participation rose even more this year.

"America's fastest growing population group—the senior citizens—are more aware now than ever that regular exercise pays off. We've seen entries jump by 600 per cent since the event started in 1975," explained Jack Horner, games organizer. "That indicates to me that senior citizens are actively involved in the growing health and fitness movement in this country."

The "Falling Arches Stampede" featuring unusual vehicles kicked off the opening ceremonies in a march to City Hall where Miss Florida, San-

ford's Deanna Pitman, joined officials and dignitaries in welcoming the athletes.

There are currently more than 45 million Americans over the age of 55. Only an estimated 30 percent exercise regularly. To encourage a more active lifestyle among the elderly, Post Cereals is offering free recreational equipment to senior centers and organizations in exchange for proof-of-purchase seals from Post Cereals and Sanka Brand Decaffeinated Coffee packages. The 50 different pieces of high quality equipment have been selected to meet senior fitness needs and range from bicycles to shuffleboard sets.

For further information on the Post FUN 'n FITNESS program call: (800) 435-7678 (Continental U.S.) or (800) 892-1869 (Illinois only). For details concerning the 1983 Post Golden Age Games contact: (305) 322-2212. 



THE NEW RITE OF PASSAGE

A look at pre-retirement planning, the newest practice easing the transition into retirement.

by Kimberly A. Thomas, with Thew Wright, Manager of Management Development, Cooper Tire and Rubber Company

Is there life after retirement?

"Of course," utter millions of retirees whose new lifestyles are as individual as they are.

Each plays host to a post-retirement state that is the product of a unique mix of economical, medical, social and psychological factors.

To some, retirement entails rest and relaxation, with time for golf and travel. To others, retirement signals a new turn, an embarkation on a second career.

Though each vision differs, one common element permeates the truly satisfying lifestyles: planning. Because the retirees plan their next move, it is successful. Just as their first careers didn't just happen, so do successive moves demand careful

planning. For many retirees it is pre-retirement planning—a fairly new rite of passage—that makes the future really pay off.

Retirees: A Growing Force in the Workplace

The complexion of the American workforce will change dramatically in the next 50 years, reports *Personnel Administrator*.

For instance, today's workforce is characterized by early middle agers; the 1990's will be dominated by late middle agers; and the first two decades of the 21st century will be characterized by older workers and retirees.

This increase in the number of

workers approaching retirement age will require managers to provide additional retirement benefits, pre-retirement planning programs and retiree activities. Older workers are indeed a segment of the workforce whose time has come.

Pre-Retirement Programs: On the Rise

The increased popularity of pre-retirement programs, according to the Action for Independent Maturity's national director, Clifton Fichtner, is due to the elimination of a mandatory retirement age, an older workforce, and benefits to employer and other sponsors through better employee morale and greater productivity.

The fact that the cost of pre-retirement planning is minimal enables it to be a part of the employee service program of most companies, large and small.

"The cost is minimal per participant," assured Cooper Tire and Rubber Company's Manager of Management Development, Thew Wright. "Yet, this small investment yields a tremendous amount of good will. Retirees leave feeling that the company really cares for them. And, community members get involved as resource people for various sessions."

The total cost for any company depends on many factors including program materials used, visual aids bought or rented, meeting room rental fees and refreshment prices.

Perhaps the greatest commitment, though, is time. In order for the program to succeed, it must be well-planned in advance by well-trained leaders.

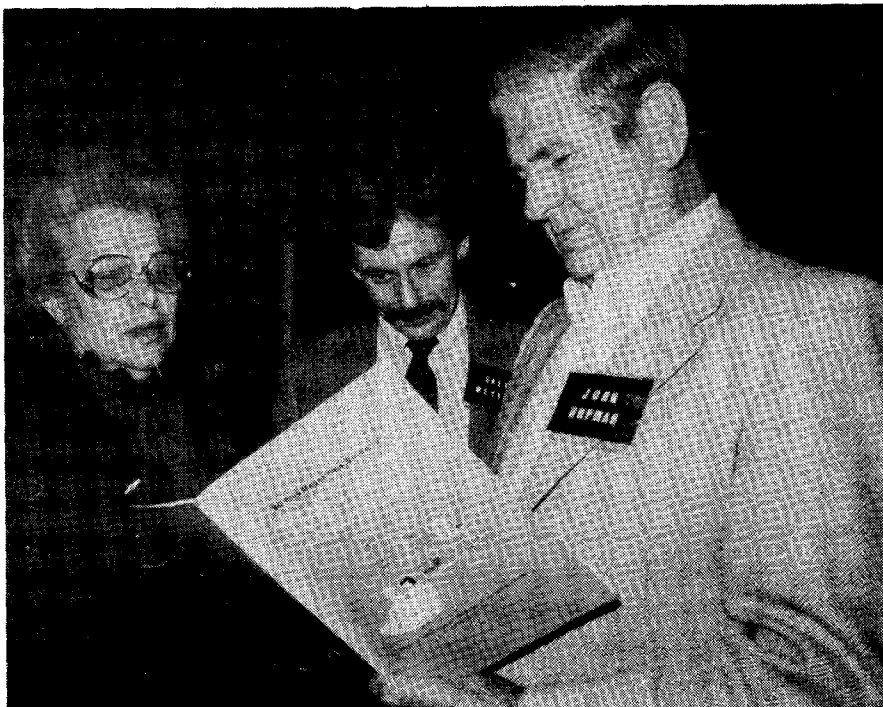
Nonetheless, for virtually every company that offers its older workers a pre-retirement program, the time and money budgeted become a sound investment for management.

"Our management is concerned about its people," said Wright, the Cooper pre-retirement program coordinator. "We hate to think about employees leaving us without any plans."

Designing a Map for the Road Ahead

The Cooper Tire & Rubber Company Pre-Retirement Planning Program, "Looking Ahead" (spearheaded by Wright), is designed to encourage senior employees to face the realities of aging, to set positive and realistic goals for their retirement, and to begin action planning to accomplish these goals. Another objective of the program is to remove fears and promote positive attitudes toward retirement by providing objective information and sources of in-

(continued on following page)



The company attorney clarifies a point of law for two employees following the legal portion of Cooper Tire and Rubber Company's Pre-Retirement Counseling Seminar.

NESRA Companies Atune to Retirees' Needs

In a recent telephone survey, NESRA intern Michael DiLeo obtained information on the retiree programs and activities of 25 NESRA member companies. Following are the results of that survey.

- **Twenty-one out of 25 companies offer pre-retirement planning programs to retirees and their spouses.** Most of these companies limit the number of participants in the program, provide literature to them and address such topics as benefits, pension, social security, finance planning, leisure planning, health and safety, legal matters and housing.
 - **Two out of the 25 companies provide tuition reimbursement to retirees either aiming for a second career after retirement or simply returning to school to expand their horizons.** Rose Medical Center in Denver, for instance, pays 100% of retirees' tuition fees. Blue Cross of Columbus, Georgia, reports that the City of Columbus pays for the education of its citizens 65 and over.
 - **Sixteen companies offer a program for temporary or part-time employment of retirees.** Many employ the retirees' services as consultants and contacts for job recruitment. Others employ the retirees in such areas as clerical, landscaping, maintenance, and cooking and cashing in the cafeteria. The Johnson Wax Company in Racine, Wisconsin sponsors a skill bank through which retirees can advertise such services as woodcarving and appliance
- reparations.
- **Nine companies surveyed sponsor retiree clubs.** Banker's Life and Casualty Company in Chicago offers its retirees a Pinochle Club, while the 3M Company in St. Paul, Minnesota hosts a "Quarter Century Club" for older workers which sponsors an annual dinner dance. The Johnson Wax Company hosts a retiree club which enjoys one activity per month, such as the October fall foliage trip. And, the Western and Southern Insurance Company in Cincinnati sponsors a social club for retirees, run strictly by retirees.
 - **Twenty-one out of 25 companies host retiree activities such as retirement banquets and Christmas parties.** Most retirees of these companies are eligible for all employee activities. Retirees of the Regal Tube Company in Chicago are invited to the company picnic and Christmas dinner as well as Friday plant tours. The Boeing Company in Seattle invites all retirees to participate in employee activities at a reduced rate.
 - **Twenty-three out of the 25 companies surveyed keep the retirees on the company mailing list to receive such publications as the employee newsletter and annual report.** Penn Power and Light Company in Allentown, Pennsylvania regularly mails retirees the employee newsletter and also publishes a monthly newsletter for retirees only.

THE NEW RITE

(continued from previous page)

formation relating to the senior employees' major concerns about retirement.

Obviously, for people to enjoy the fruits of such a program, they must be encouraged to start their planning early, up to several years in advance. Cooper offers this program to employees who are 55 years or older, or who are eligible to retire in about ten years. While the program can be of interest to employees of any age, the fifty-plus age group seems to share

the most interest and benefit most from participating.

The program is run in a series of four weekly two-hour sessions, normally held during the evening so employees' spouses can attend.

"We feel a very important goal of the program is to encourage employees and their spouses to plan together for a successful retirement," emphasized Wright. "We also want to be certain that spouses are thoroughly familiar with Cooper's retirement benefits."

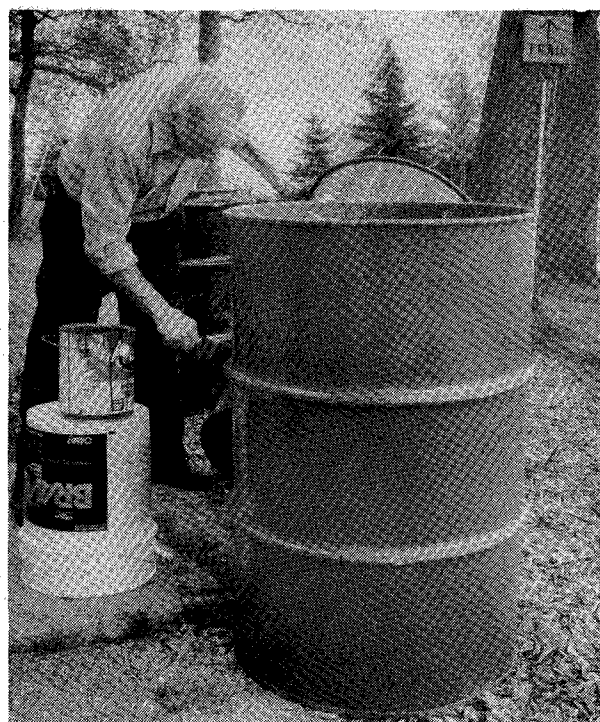
Sessions are run informally in order to create an atmosphere in which employees will feel free to openly

discuss the many issues and considerations relevant to their retirement planning.

Before each session, a fifteen-minute refreshment period is provided to allow the participants to greet each other, find their seats and relax before the program starts. Another fifteen-minute refreshment break is scheduled halfway through each session. Again, this helps participants to relax, share ideas on an individual basis and to meet informally with guest speakers.

The scope of pre-retirement planning is quite comprehensive. When

(continued on page 24)



RETIREES VOLUNTEER FOR JOHNSON WAX'S ARMSTRONG PARK CLEAN-UP DAY

More than 35 Johnson Wax retirees and their spouses volunteered last spring for painting, pruning and general clean-up duties in order to get Armstrong Park spruced up for the summer.



Know us by the companies we keep



The National Employee Services and Recreation Association is known by the companies it keeps—year after year. Over 2,200

members represent NESRA which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NESRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NESRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NESRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NESRA, 20 N. Wacker Drive, Chicago, Illinois 60606, Phone: (312)-346-7575.



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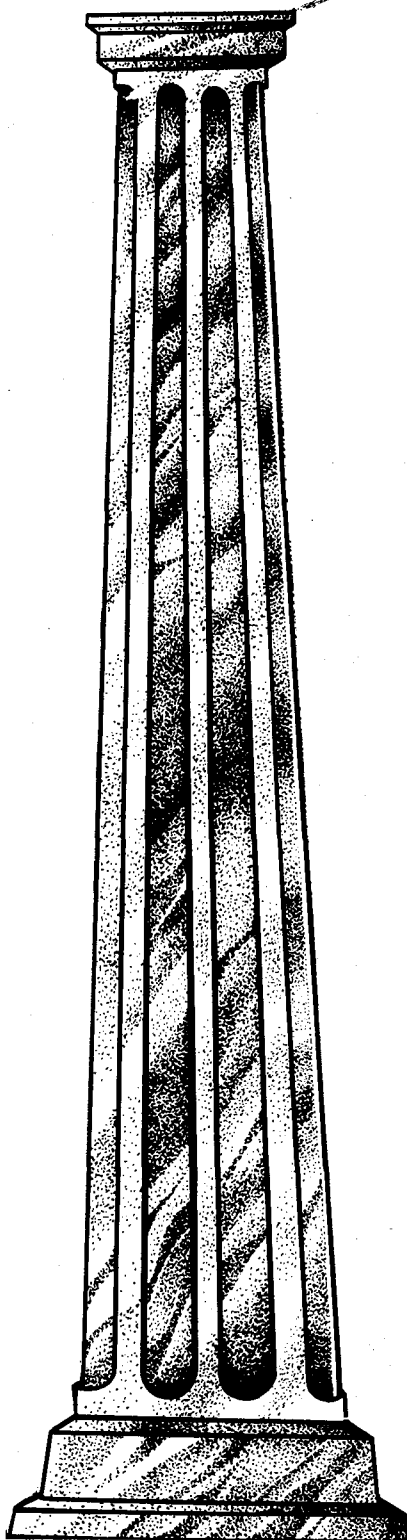


Salt River Project
WATER ♦ POWER

PARSONS

THE FACTS ABOUT

—from a statement
Commissioner



The Social Security system will survive its financing crisis. It will not go broke. No Administration and no Congress would ever let that happen. That is how important Social Security is to our national—and personal—economics. That is a fact. There are a lot of facts that the 115 million workers paying hard-earned tax dollars into the system and 36 million people who are getting benefits out of it don't know.

For example, the fact is that the Social Security financing problem is not new. It's been there—and growing worse by the day—since the early 1970's when the system first started paying out more in benefits than it was taking in. Right now, the biggest Social Security Trust Fund—the Retirement and Survivors fund—is spending about \$30,000 more every minute than is coming in. The three funds combined are losing money at a rate of about \$17,000 a minute. And those barriers will keep on mounting until the Congress acts to get the system back into balance with the economy that supports it.

Fact: No one has paid tens of thousands of dollars into Social Security. In fact, a worker who started paying the maximum tax into Social Security in 1937 and retired last year paid only a little more than \$14,700. And that worker will receive every penny of that \$14,700 in 19 months. And if that worker has a spouse that never worked, the return will take only 13 months.

Fact: Social Security was never

designed to provide a worker with a middle income level at retirement.

Instead, the Social Security system was meant to provide about one-third of a worker's pre-retirement earnings. If a worker wanted to have more than one third of pre-retirement wages in retirement income, he or she was expected to put it together through private pensions and personal savings—the other two legs of the three-legged stool we should all have to sit upon in our retirement years.

That's the way it was intended from the start. That's the way the system was always financed until the Congress let the benefit structure start rising too fast in the 1960's and 1970's which, in turn, led Congress to enact the largest peace-time tax increase in history in the 1977 Social Security Amendments which also cut future benefits—for those born after 1916—by up to 25 percent.

But even the 1977 Amendments weren't enough to ensure either the short-range or long-range viability of the system. The crisis is still with us.

The stage of the great Social Security debate is now with the National Commission on Social Security Reform. That Commission is under a mandate to look at the options and issues, and to recommend to the Nation and to the Congress—what action needs to be taken to keep the system from going broke.

We can expect the Commission and the Congress to focus on several key areas in the months to come:

(continued on page 30)

SOCIAL SECURITY

de by John A. Svahn,
Social Security

Answering Your Social Security Questions

When is the best time to retire?

There is no single answer to that question. Economic, medical, social and psychological factors all play a part in that decision. These factors differ for every individual.

When should I begin planning my retirement income?

Perhaps the most important information about retirement income is to start as early as possible; that is, the choices you make during your working life in terms of savings, investments and career should be done with an eye toward future retirement needs. While Social Security is an important part of the future, it should not be considered the major portion.

Social Security is designed to provide a floor of income upon which a person can build to meet his or her individual and family needs in retirement. But, private insurance and pensions, investments and savings all must be considered necessary ingredients in any sound retirement planning.

For instance, the median income from Social Security for beneficiaries 65 and over was \$3,390 in 1978. About 24 percent still had earnings, 32 percent had retirement pensions other than Social Security and 63 percent had income from assets. Taking into account income from all sources, the median total money income of beneficiaries 65 and older was \$5,650. The income of 96% of the population 65 and over came from the above four sources.

What exactly is Social Security?

Social Security is the nation's basic method of providing a continuing income when family earnings are reduced or stop because of retirement, disability, or death.

Social Security payments are not intended to replace all lost earnings. People should try to supplement Social Security payments with savings, pensions, investments, or other insurance.

Nine out of 10 workers in the United States are earning protection under Social Security.

When should I apply for Social Security benefits?

People planning to retire should apply for Social Security benefits at least three months before the month they plan to stop work. This gives the Social Security office time to process their claim and to help them acquire the necessary proofs to assure that benefits arrive on time.

Where should I apply for Social Security retirement benefits?

The most efficient way to handle almost anything is in person. And Social Security is no exception. There are more than 1,300 Social Security offices conveniently located throughout the country. Representatives of these offices also make regular stops in neighboring communities.

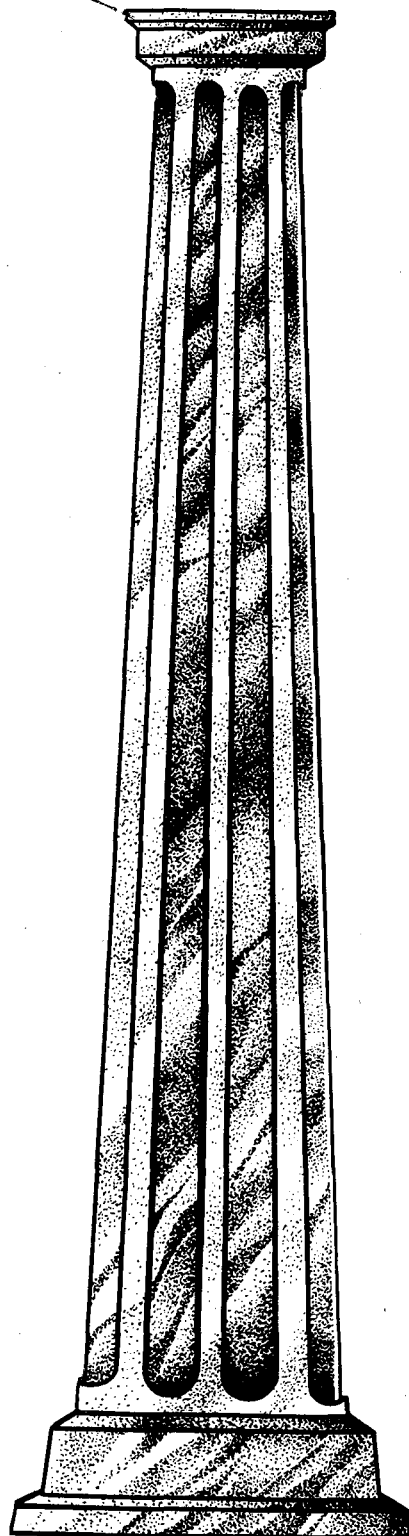
If you cannot visit a Social Security office, then telephone your representative. After you've been interviewed by phone, the rest can usually be done by mail.

What kind of information must I supply to my Social Security office in order to obtain retirement benefits?

People who are planning to apply for Social Security retirement benefits can help speed the entire application process if they gather some information first.

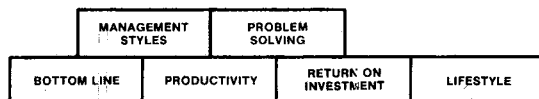
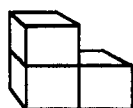
- Your own Social Security card or a record of your number. If your claim

(continued on page 30)



The National Employee
Services and Recreation
Association will be

‘Building for Excellence’



at its
42nd Annual Conference and
Exhibit

May 5–8, 1983
Hyatt Regency Columbus
Columbus, Ohio



NESRA

THE GOLD RUSH OUT WEST

—a look at
*NESRA Region
VII's Conference
and Exhibit, in
retrospect*

by Jim Battersby
Conference Program Chairman

A gold rush of activity was discovered by delegates to the Western Region VII Annual Conference. From registration, where each participant received an Oakland A's tote bag, through the educational sessions, special sessions, exhibits and entertainment, each delegate struck their own bonanza.

The conference opened at noon with a fully attended executive board meeting. Mid-afternoon featured an orientation session for new delegates, session chairmen, co-chairmen and exhibitors. Braving an un-

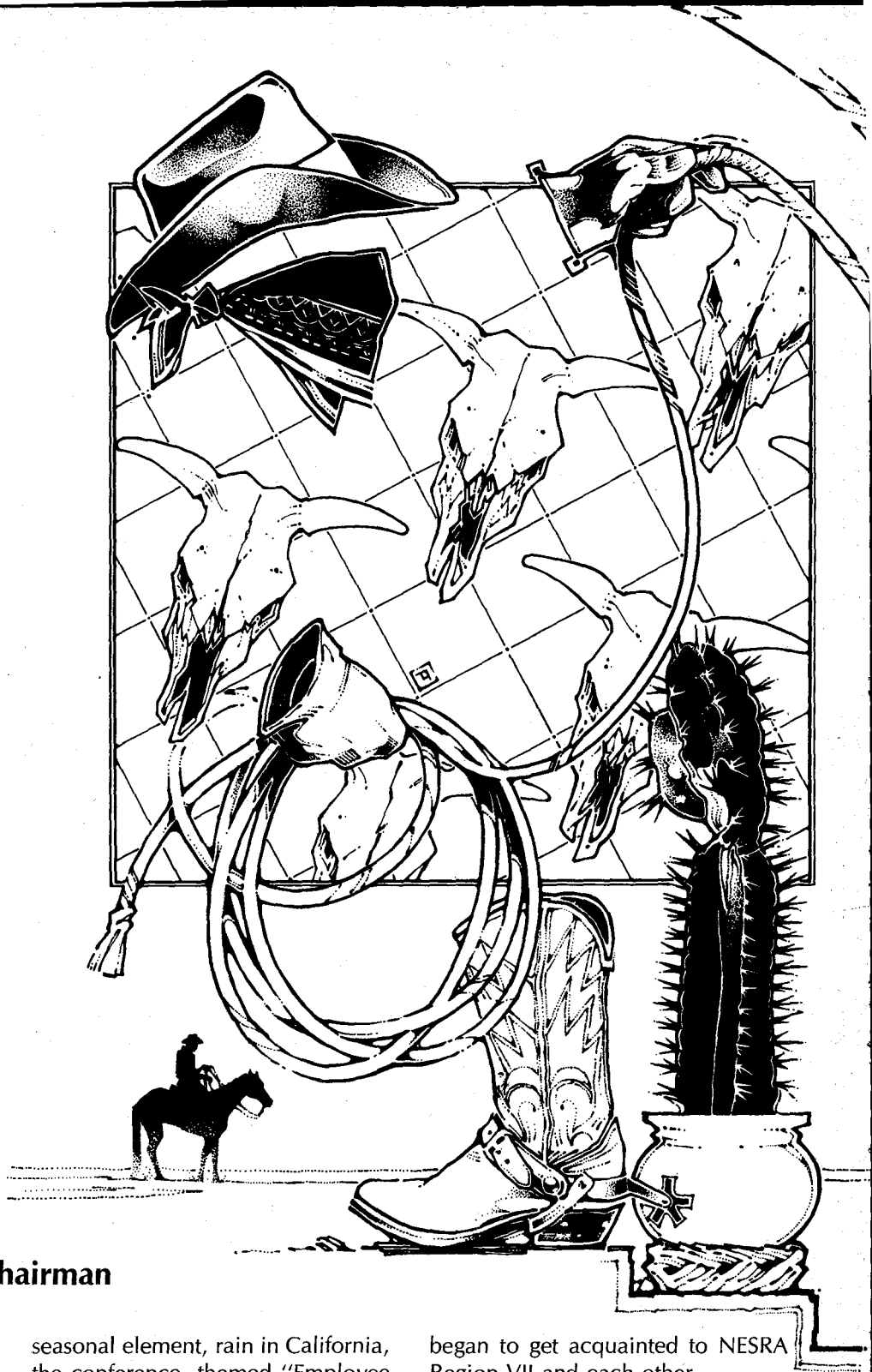
seasonal element, rain in California, the conference, themed "Employee Involvement—A Company Asset", began on a positive note as keynote speaker Rob Kuntz, Director of Human Resources for Atari Corporation, addressed the subject of employee involvement.

Later that evening the exhibit hall, filled to capacity with eager vendors and delegates, opened with the splendor and energy that is always welcomed in Region VII. A wandering banjo player accentuated the gold rush theme as more than 300 persons

began to get acquainted to NESRA Region VII and each other.

The exuberant group then adjourned to the opening conference dinner. Conference Chairman Vic Trujillo, Alameda Naval Air Station (Retired), presided over the affair which featured greetings from NESRA Executive Director Patrick Stinson, President Stephen Edgerton and Region VII Senior Director Bill Bruce. In addition, Oakland Vice-Mayor Richard Speed welcomed the entire audience on behalf of the City of

(continued on following page)



GOLD RUSH

(continued from previous page)

Oakland. Finally, Madelyn Burley Allen of the Dynamics of Human Behavior Institute in San Mateo, California put delegates in a listening frame of mind with a humorous presentation entitled "Are You Really Listening?"

Friday morning opened with a bang as Program Chairman, Jim Battersby, Oakland Park and Recreation Department and Co-Chairperson, Carol Schmidt, Lockheed Employee Recreation Association, cooked up a special breakfast surprise. Featured on the menu was Dr. Robert Nelson, billed as a University of California Sociology Professor, who turned out to be none other than the Butterfly Man, a well-known San Francisco area comedian and juggler. The Butterfly Man brought the sleepy-eyed delegates to their feet with a fast-paced routine which left them rolling in the aisles.

Following the brisk opening, delegates turned to educational sessions, including a special mini-workshop on stress. Other sessions covered such topics as: using and abusing volunteers; how to work with boards and other influential people; zero-based programs; the work-play ethic; reasonable retirement; and tax status. A special session for-exhibitors-only drew a large crowd and was quite well-received.

While the delegates were hard at work, the spouses enjoyed a delightful day touring the sites of San Francisco under the able leadership of Florence Williams, Kaiser Aluminum, and April Cooley, Naval Supply Center. The spouses experienced two action-packed days highlighted by a special tour of the Oakland area.

Meanwhile, the poolside luncheon for conference attendees was forced indoors by a rare piece of rainy weather. However, the show went on and the group listened with interest to regional and national updates.

Another sparkling night in the exhibit hall put together by exhibit chairperson Jody Merriam, Oakland



NESRA President Stephen Edgerton visits an exhibitor.

Parks and Recreation Department, and entertainment chairperson Mary Louise Barth, Marriott's Great America, sent the delegates on their way for a night on the town. A good portion of the delegates attended the Oakland A's baseball game and were treated to a rendition of "Happy Birthday" by Oakland's crazy George in honor of NESRA National Secretary Phyllis Smith, Hughes Fullerton Employee Association.

Saturday morning, conference attendees were moved by the presentation of Dr. Jerry Jampolsky from the Center for Attitudinal Feelings, a center that works with terminally ill youngsters. His message of love and forgiveness brought the group to their feet and many were seen embracing each other in a demonstration of mutual affection.

More sessions, followed by another gala night at the exhibits, filled the schedules of all present. The group then headed to Jack London Square for a dinner dance on the beautiful San Francisco Bay. A clear and comfortable night was provided by the best laid plans of Stephanie Peterson, entertainment co-chairperson, Safeway Stores. Capping off the evening was more dancing and sightseeing at Sausalito, Tiburon and other majestic sites.

As morning arrived, co-chairper-

sons Joan Justi and Judy Scalisse, FMC Corporation, set up a spectacular jamboree. Door prize presentation marked the close of the Region VII conference.

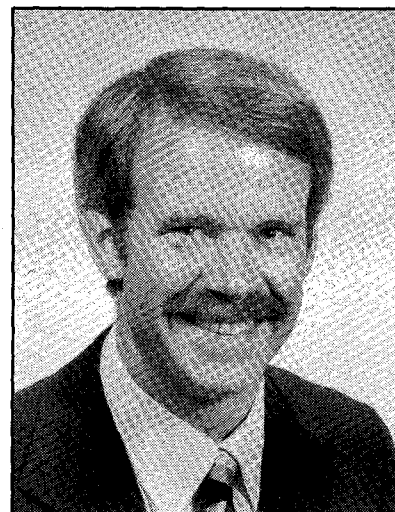
Among those uttering sighs of relief after the Region VII conference were registration chairperson Rose Barksdale, Naval Air Station (retired), and equipment chairman Ed Martin, Safeway Stores. All committee members felt a great deal of post-conference satisfaction with an event that had been a success in every way. ☺



Conference attendees were entertained in Western style.

The NESRA President would like a word with you

**. . . about the challenges
of education**



**Stephen W. Edgerton, CESRA
Xerox Corporation
1982-83 NESRA President**

Instead of talking about continuing education, let's talk about continuing to educate. Our profession is one that is new enough on the corporate scene that it requires us, as professionals, to continuously educate others outside our discipline.

We can concentrate our efforts in several different areas to educate people about the value and credibility of our field. One obvious area is within the formal education structure. Even at the high school level, there are opportunities for professionals in our field to discuss this topic with high school students. A lecture on employee services would be quite appropriate for economics or business classes. The other end of our spectrum—fitness, health and recreation services can be emphasized in health education classes.

At the college level, whether or not the college or university offers degree program in a Recreation Administration, there is a great need to educate all students entering the work-a-day world about employee

services and recreation. For those schools who do offer programs in recreation administration, leisure sciences or park and recreation, we can have a significant impact on the curriculum. In addition, most institutions with these departments are looking for guest lecturers, substitutes or panel participants.

We must also take every opportunity to convince the academic segment of the need for including courses in management styles, budget and finance, negotiation techniques, computer science, communications and programming in their curriculums to stress employee services as opposed to only recreation and fitness "activities."

The greater challenge at the college level is to influence the curriculums of the economics and business majors. Exposing future corporate presidents or personnel directors to the importance of employee services may well ensure a future to our profession. We know how important these services are because we are ex-

posed to the many benefits a program can produce. The professionals in other areas are not as aware of the positive influence employee services can have on a corporation.

Another opportunity to continue the education of others is within your company. The objective should be to show other departments the importance of your function as it relates to their part of the business. Be sure that your service is part of the recruiting package that the personnel department takes to colleges and universities. Make certain that when new employees arrive at the job site, their orientation includes information regarding the availability of your services. When possible, work closely with your medical department and rehabilitation personnel to administer lower-back clinics, nutrition seminars and general preventative health measures.

There is also the need to educate


(continued on page 31)

NEWS IN BRIEF

(continued from page 6)

vestment of \$40,000 in the agricultural industry, and a 100 percent increase for each \$30,000 in the manufacturing industry. In contrast, only about \$2,500 was invested per office worker during the past decade, resulting in an increase in productivity of about 5 percent.

"Clearly the office is ripe for increases in both productivity and capital investment," says McLean. "Increasing the amount of equipment investment per employee can result in significantly more effective information management and decision making at reduced labor costs."

New investment will be facilitated by the fact that prices for most office products are falling, while labor costs are rising. The relative advantages of investment in equipment, versus the continuation of labor intensive operations, will increasingly shift in favor of automation. 

THE NEW RITE

(continued from page 16)

trying to take into account all considerations that would make retired life successful and happy, the list may seem virtually endless. Therefore, Cooper focuses on a few key areas:

- The Importance of Planning Ahead
- How to Plan
- Health Concerns of Retirees
- Financial Planning for Retire-

ment

- Legal Aspects That Affect Retirees
- Cooper Retirement Benefits
- Social Security and Medicare
- Finding the Right Place to Retire
- Using Leisure Time Effectively

These are the areas most often cited by retirees to be important consid-

erations in planning for retirement.

"Cooper Tire & Rubber Company, however, does not attempt to specifically advise employees on legal, financial or medical matters," said Wright. "During the program we emphasize that each employee seek appropriate legal, financial and medical counsel from qualified professionals and make their own decisions. We don't try to provide all the answers; rather, we work to create an atmosphere that will encourage employees to start asking appropriate questions. Once people have these important questions in mind, they tend to be motivated to seek the answers on their own."

Though advice is not given, information is supplied. On hand for the various sessions of the program, are resource people such as a doctor, a lawyer, an investment counselor, a representative from the Social Security Administration, the Company Manager of Employee Services (to discuss company retirement benefits) and a panel of successful Cooper retirees. These resource people willingly come from within the company and the local community to participate in the program, *free of charge*.

The program, "Looking Ahead" consists of four different sessions. In the first session, participants are oriented to the program and session leaders discuss the importance of

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planning. A film entitled "A Week Full of Saturdays," which details how two couples and one widowed lady view retired life, as well as a slide presentation which examines myths and realities surrounding retirement, is shown to those in attendance. Through discussions with a panel of successful Cooper retirees, program participants learn of both the positive aspects and harder realities of retired living.

Also in the first session, the potential retirees learn how to plan. Emphasis is placed on setting personal goals based on each person's own values, needs and interests. Since all employees are different, they must develop their own unique life plan strategy.

"We use a few simple exercises to help participants recall events and activities that were important and fulfilling to them," said Wright. "We then look at the key areas that successful retirees typically list as the most important considerations in pre-retirement planning. These areas are then covered during the remainder of the program."

The second session of the program covers financial planning and legal concerns with the assistance of an investments counselor and an attorney. Employees are given a worksheet on which they can project their retirement budget as well as inventory their assets, debts and sources of income before and after retirement. Ideas are shared on controlling typical household expenses such as food, fuel, travel and medical expenses. The investment counselor offers several suggestions for increasing retirement savings and income and enumerates the risks associated with different types of savings and



investment vehicles.

Later, the attorney discusses contracts, wills, probate, fraud, how to select an attorney and other legal matters of interest to the group. At least thirty to forty minutes is reserved for individual questions from members of the group.

The third session is devoted to a discussion of Cooper's retirement benefits, Social Security and Medicare. Since each person's needs and questions tend to differ we prefer to handle details concerning retirement

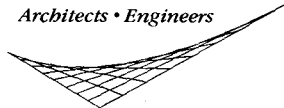
benefits on an individual basis. Forms are given to program participants to fill out and turn in either immediately following the program or at some appropriate later date.

Al Hofer, Manager of Employee Services, then consults with each couple on an individual basis. "When I meet with employees in a counseling session," said Hofer, "I obtain an estimate of each employee's retirement pension based on the estimated retirement date, years of ser-

(continued on following page)

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Eastman Kodak Company retirees occupy their leisure time with Terry Compton, Kodak Park Activities Association Executive Director.

THE NEW RITE

(continued from previous page)

vice, payout methods chosen, etc. I also try to resolve any questions they may have about their future lifestyles."

The Social Security representative at the third session covers the basic questions about Social Security and Medicare including how they will interface with Cooper benefits.

In the final session, health concerns, living arrangements and leisure activities are discussed. A doctor addresses the group briefly about health risk factors and what to do to maintain good health and prevent the onset of disease. He then answers any questions participants have about such things as diet, exercise and how often to have a physical examination.

Living arrangements and leisure activities are areas in which everyone's needs and interests are unique. So, in general terms, retirement housing, working in retirement, volunteer activities, going back to school, travel, hobbies and activities are covered. Participants are encouraged to share their interests with the rest of the group in a "show and tell" fashion.

Of course, no pre-retirement program can be tailored to each individual. Rather than cover these details during the seminar, participants are referred to booklets which cover their areas of interest and are given a one-year subscription to *50-Plus* magazine.

The Cooper Pre-Retirement Planning program has been very well-received by employees. For a modest investment in time and materials, a company can achieve a great deal of goodwill. Also, the information vacuum which often results in costly misinformation via the "rumor mill" is filled. Most companies spend millions of dollars on pension and benefit plans for their employees. A fraction of that cost can ensure that these plans are thoroughly understood and used to everyone's best advantage.

Any company considering developing a pre-retirement program can learn from the experiences of the hundreds of organizations currently engaged in pre-retirement planning. Seminars, coordinated by the non-profit Action for Independent Maturity (AIM) organization are also available for company representatives interested in being trained to develop and lead a successful pro-

gram. In addition, AIM, *50-Plus*, Retirement Advisors, Inc., and other organizations can provide program materials and advice on how to set up a program.

"No one likes to think about aging," said Wright, "but with proper planning and a positive attitude, retirement can be a rewarding and enjoyable period of life."

For more information

To find out more about retirement living and pre-retirement planning, contact any of the following organizations:

Action for Independent Maturity
600 Maryland Ave. S.W.
Washington D.C. 20024

American Association of
Retired Persons
1909 'K' St. N.W.
Washington D.C. 20049

Institute for Retired Professionals
New School for Social Learning
66 W. 12th St.
New York, NY 10011

National Institute on Aging,
Work and Retirement
c/o National Council on Aging
600 Maryland Ave. S.W.
Washington D.C. 20024



IDEAS CLINIC



by
Melvin C. Byers, CESRA
NESRA Consultant

Q Each year, our company gives all of the employees a gift for Christmas. Last year, we gave every employee a turkey, the year before, a ham. Throughout this time we have received some not-so-encouraging feedback. Evidently, some employees do not fully appreciate the gift; they feel it is the least the company can do for them after a year of hard work.

Is this attitude prevalent among other organizations that engage in gift-giving during the holiday season? What means can we take to overcome this problem?

A Yes, your problem is not unique. The giving of gifts on such a large and often impersonal scale can produce negative feelings in many employees. It is a difficult situation to eradicate easily, particularly if the practice has long been established.

Perhaps the most successful solution entails involving employees in the company's generosity by letting them administer the program in cooperation with management. A committee representing various segments of the work force should be appointed to study the proposed gift-giving effort. This committee would then be responsible for purchasing the most appealing gift with the monies contributed by the company.

It is always difficult for the giver to promote his or her own benevolence. Therefore, a third party should be assigned to handle this in-house promotion more effectively.

The emphasis behind any gift-giving effort is not on the present, but on the feelings of appreciation and concern radiated. A basket of food given once every 365 days is much like an annual booster—eventually, they both wear off. Christmas or other holiday giving sprees

must be much more than a one-time morale-booster.

This gift should symbolize a two-way interchange of feelings: friendship, recognition, appreciation and concern for one another. Many companies have been successful in communicating these ideas to their employees. They are intelligent enough to carry the feelings of concern using the holiday spirit as a springboard for a full year of closer relationships between employees and management.

Some organizations break down the holiday activities or gift-giving event by divisional or departmental involvement. Here, the occasion takes place with employees and spouses or guests at a site other than the workplace, and follows a general, uniform format specified by management. In all planning efforts, the aim is to involve a fair representation of employees. Likewise, work for the event should be spread throughout all employees.

There is another possibility to solving your problem—it is one that, if carefully planned, can mean long-term gains for the employee services and recreation department.

Though traditions do die hard, management may be convinced of adopting year-round concern and gift-giving. By using the money spent on holiday gifts, \$15 per person for instance, a company may obtain a new piece of equipment, raise money for a facility, hire personnel or offset operation costs—all contributing to a total employee services and recreation program which all employees can enjoy.



TOURNAMENT NEWS

by Leroy Hollins, CESRA
Martin Marietta Aerospace
NESRA Vice President,
Member Services



The 1983 NESRA National Awards Program

As Chairman of the Awards Committee, I would like to invite you to enter the 1983 NESRA National Awards Program. Each year, NESRA honors the most outstanding program efforts in the field of Employee Services and Recreation.

A variety of award categories will be available for you to enter. The Eastwood Award honors the most outstanding overall program, while the Certificate of Excellence recognizes individual activities. In addition, separate Promotional Awards categories honor brochures, posters, handbooks, Audio-Visual presentations, etc.

This year, we have subdivided the Promotional Awards Categories into companies with more than 1,000 employees and companies with less than 1,000 employees to allow smaller companies with smaller budgets a chance of gaining recognition for their outstanding efforts. We certainly hope this will encourage greater participation from the many smaller NESRA member companies.

To help us control expenses, we ask that entrants fill out the request form below and return it to NESRA Headquarters in order to receive the complete awards program instructions which will be mailed to you by

approximately January 1, 1983.

Don't miss the opportunity to receive the recognition you and your programs deserve. The deadline for entries is February 28, 1983.

We look forward to your participation. You must be a NESRA General or Chapter Affiliate member to enter.



Complete & return to: NESRA Headquarters
20 North Wacker Drive
Suite 2020
Chicago, Illinois 60606

Please forward a 1983 NESRA Awards Program Brochure to:

NAME _____

COMPANY _____

ADDRESS _____

CITY _____ ST _____ ZIP _____

PHONE (____) _____

NESRA Tournaments & Contests

NESRA Photo Contest—Co-Sponsored by Guardian Photo Feb. 1–April 15

NESRA Bowling Tournament—Co-Sponsored by Brunswick Recreation Centers Feb. 1–28

NESRA Fishing Contest—Co-Sponsored by American Fishing Tackle Manufacturers Association Jan. 1–Dec. 31, 1983

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25, 30, 35, 40,
45, 50, 55, 60,
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age

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Many of the 50 million Americans who are covered by private pension plans think they'll automatically qualify for benefits when they reach retirement age.

They're wrong!

Every plan has requirements that must be met under the Employee Retirement Income Security Act. And the time to find out about those requirements is now—even if retirement is 30 years down the road.

There's a lot more to think about too. Does your plan permit early retirement? How much will your plan pay you? Will you receive a monthly payment or a lump sum?

The U.S. Department of Labor has a free booklet that will help you answer these questions and a lot more. Send for it today.

Write:

**Pensions, Consumer Information Center
Pueblo, Colorado 81009**

U.S. Department of Labor



Printed by this publication as a public service.

SOCIAL SECURITY

(continued from page 18)

• First, on ways to encourage more workers to stay in the workforce beyond the traditional retirement age of 65—and the “early retirement” age of 62.


Again, it's the members that make up the facts of life of the system that will all but force Congress in that direction. We have fewer and fewer workers in relation to beneficiaries and more and more people are living longer and longer.

• Second, the Commission and the Congress will be taking a hard look at whether and how to slow down the rate of growth in the basic benefit structure to ensure that it doesn't get out of balance with the tax structure that pays for it.

• Third, we need to take a close look at the loopholes and abuses that Congress' own auditors say have made the Disability Insurance program too open to fraud. Congress has already mandated that we closely review every disability case—both new ones and those already on the rolls. What we are finding in these reviews confirms our worst fears: there are indeed many people collecting benefits who simply don't belong on the rolls.

• Fourth, we also need to take a hard look at those Social Security benefits that could be funded under other programs that have been created since Social Security began.

The President's charge to the Commission was clear and direct: we have a problem, we need full and fair solution—a bipartisan plan that will generate bipartisan support in the Congress and, more importantly, among the American people. Most members of Congress understand the reality of the facts—and the enormity of the problem that we as a Nation face.

The great debate is not over whether the system will survive. It will. Rather, the bottom line issue in that debate is how we, as a society, will pay for it. 

Social Security Answers . . . (continued from page 19)

is on another person's record, you'll need that person's card or a record of the number.

- Proof of your age: a birth certificate or a baptismal certificate made at or shortly after birth if you have one.
- Your marriage certificate if you're applying for wife's, widow's, or widower's benefits.
- Your children's birth certificates if you're applying for them.
- Your Form W-2 for the last 2 years or a copy of your last two Federal income tax returns if you're self-employed. This is important because these earnings will not be in Social Security records and cannot be included when benefits are figured unless you provide these forms. Without this information, it could be as long as 24 months before Social Security records show your latest earnings and refigure your benefit rate to include them.

How long must I work to obtain Social Security benefits?

Before you or your family can get monthly cash benefits, you must have credit for a certain amount of work under Social Security. The exact amount of work credit depends on your age.

Social Security credit is measured in “quarters of coverage.” In 1982, employees and self-employed people receive one quarter of coverage for each \$340 of covered annual earnings. No more than four quarters of coverage can be credited for a year. The amount of earnings needed to get a quarter of coverage will increase automatically in the future to keep pace with average wages.

If you stop working under Social Security before you've earned enough credit, you can't get benefits. But the credit you've already earned will stay on your record. You can add to it if you return to work under Social Security.

Having enough credit means only that you or your family can get checks. The amount of your check depends on your earnings over a period of years.

The following tables show how much credit is needed for benefits. The people in any Social Security office will be glad to give you more details.

Work credit for retirement benefits

If you reach 62 in	Years you need
1981	7½
1982	7¾
1983	8
1987	9
1991 or later	10

Who gets Social Security Retirement checks?

Monthly Social Security checks may go to workers and their dependents when the worker retires.

When you retire, you can start getting retirement checks as early as age 62.

If a worker is receiving retirement benefits, monthly benefits also can be made to his or her: unmarried children under 18, unmarried children 18 or over who were severely disabled before 22 and continue to be disabled; a wife or husband 62 or over; and a wife or husband under 62 if she or he is caring for a child under 16 (or disabled) who's getting a benefit based on the retired or disabled worker's earnings.

If I retire at 62, will my benefits be reduced?

You can retire as early as 62, but your retirement check will be reduced permanently. Payment amounts are also reduced if a wife, husband, widow, or widower starts getting payments before 65.

The amount of reduction depends on the number of months you get checks before you reach 65. If you start your checks early, you'll get about the same value in total benefits over the years, but in smaller amounts to take account of the longer period you'll get them.

Can wage earnings affect my Social Security payments?

If you go back to work and are under 72, your earnings may affect your Social Security benefits. You don't have to stop working completely, though, to get Social Security benefits.

You can receive all benefits if your earnings do not exceed the annual exempt amount. The annual exempt amount for 1982 is \$6,000 for people 65 or over.

(continued on page 31)

and \$4,440 for people under 65.

If your earnings go over the annual exempt amount, Social Security withholds \$1 in benefits for each \$2 of earnings above the limit.

Income from savings, investments, or insurance won't affect your checks.

What about Medicare?

The two parts of Medicare—hospital insurance and medical insurance—help protect people 65 and over from the high costs of health care. Disabled people under 65 who have been entitled to Social Security disability benefits for 24 or more months are also eligible for Medicare.

The hospital insurance part of Medicare helps pay the cost of inpatient hospital care and certain kinds of followup care. The medical insurance part of Medicare helps pay the cost of physicians' services, outpatient hospital services, and for certain other medical items and services not covered by hospital insurance.

If you're eligible for a Social Security or railroad retirement check either as a worker, dependent, or survivor, you are eligible for hospital insurance protection when you're 65.

It's a good idea to apply for Medicare 3 months before your birthday month even if you do not plan to retire. That way your protection will start the month you reach 65.

For more information

If you want more information about Social Security monthly benefits or Medicare, contact any Social Security office. To find the address of the nearest office, look in the phone directory under "Social Security Administration," or ask at your post office.

PRESIDENT'S WORD

(continued from page 23)

your management. Be aware of materials, research and evidence that show positive benefits being derived from a well-administered employee services program. When you have a meaningful article or study, send it to the appropriate person in your management structure. Whenever possible, try to be a part of the agenda

at staff meetings, seminars or training sessions. Have input in hiring managers or developing the interview manual for supervisors.

As professionals, we must take ad-

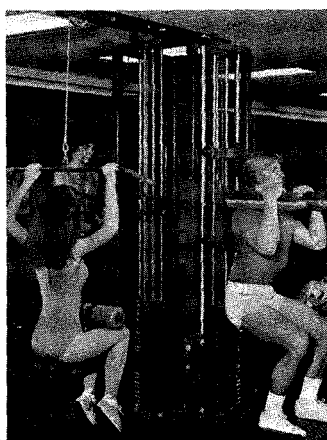
vantage of continuing education. But even more importantly, we must also keep in mind the importance of "continuing to educate."



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NESRA CALENDAR

Drop in on fellow NESRA members when in the area. Check the "NESRA Calendar" before you travel.

Anchorage Industrial Recreation Council/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson CESRL (213) 354-5367 or Jim Mowery (213) 840-4077.

Capital Area Recreation Council/Austin, Texas. Meets on the fourth Thursday of the month. Contact Bill Harty—(512) 928-6251.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Beverly Grover—(614) 463-9545.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets third Tuesday of each month except July and September. Contact Mickey Negron—(214) 828-7130.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CESRA—(513) 227-5938.

Denver Metro Industrial Recreation Council/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Orange County/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CESRA—(714) 732-2432.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CESRA (301) 496-6061

Long Island Industrial Recreation Directors Association/Nassau-Suffolk County, New York. Meets monthly. Contact Chester Baumgartner, CESRA—(516) 575-2269.

Greater Bridgeport YMCA Recreation Council/Bridgeport, Connecticut. Meets on the third Tuesday of the month. Contact Jesus Cerrilla—(203) 334-5551.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mary Kennedy—(313) 225-3938.

Metro Employees Recreation Chapter/Houston, Texas. Meets on the third Thursday of the month. Contact Laura Davis—(713) 754-5825.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets on the third Thursday of the month. Contact Jayne Epperson—(612) 456-2841.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

Rockford Area Services Association/Rockford, Illinois. Meets on the third Tuesday of the month. Contact Laura Miller—(815) 964-4671.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CESRA—(714) 238-6865.

Seattle Metropolitan Industrial Recreation Chapter/Seattle, Washington. Meets on the last Wednesday of the month. Contact Darrell Gosh—(206) 621-6869.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CESRA—(419) 475-5475.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

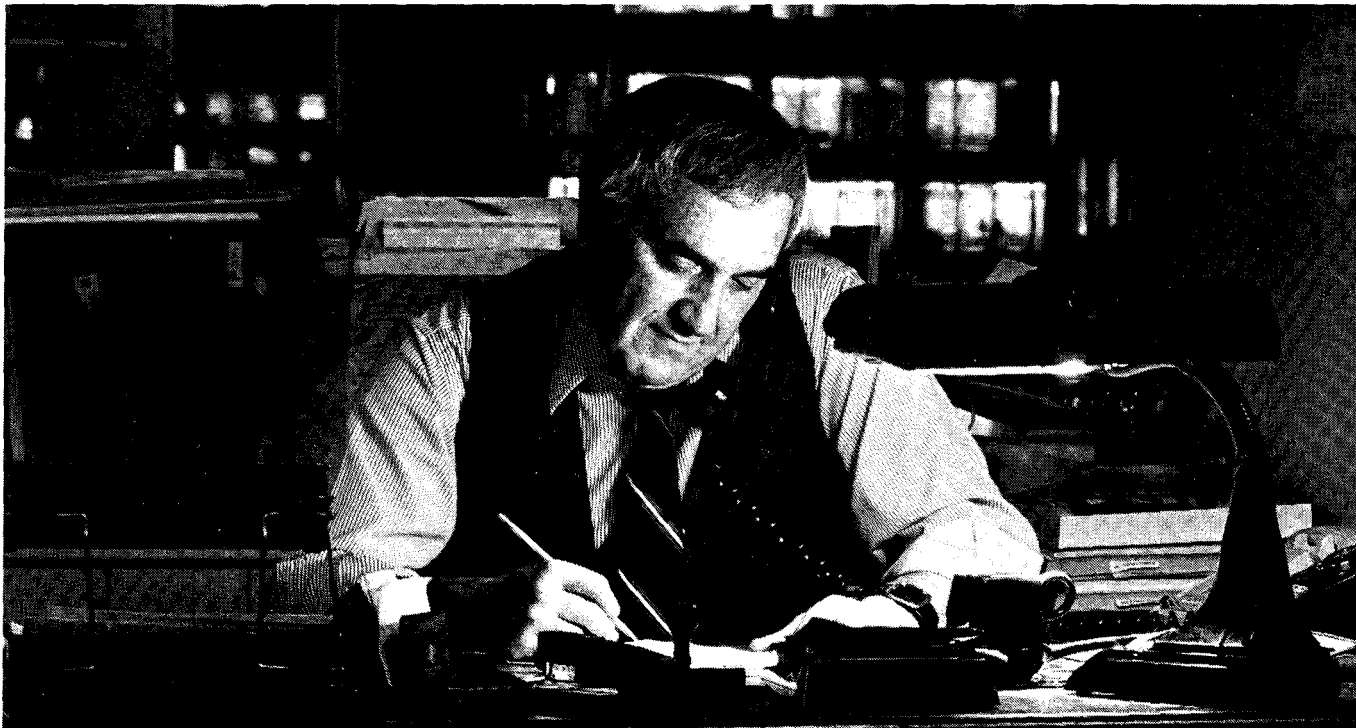
Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Dave Howard—(703) 893-5400.

Conferences and Exhibits

42nd Annual NESRA Conference and Exhibit will be held May 5-8, 1983, Columbus, Ohio. For further information contact the NESRA office at (312) 346-7575.

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Management

HEALTH AND EDUCATION

DEC/JAN 1983

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NESRA

The National Employee Services and Recreation Association, NESRA, (formerly the National Industrial Recreation Association, NIRA), is a nonprofit organization dedicated to the principle that employee recreation, fitness and services programs are essential to effective personnel management. Our members are the directors and suppliers of such programs in business, industry, government and the military.

NESRA promotes employee programs as a means of improving productivity by fostering good relations among employees and between employees and management. It assists member organizations in developing, promoting and improving such programs as employer-sponsored, non-negotiated benefits.

Established in 1941, NESRA is the only association in its field. Today, it serves more than 2,500 members in the United States, Canada and Mexico. Its members direct not only recreational activities in sports and travel, but also conduct such varied services as employee stores, educational opportunities, fitness and health programs, hobby clubs and community service projects.

A subscription to *Employee Services Management* is only one of many services included in NESRA membership. Others include newsletters, product and service discounts for employee groups, program ideas and consultation, professional certification, international awards and national and regional tournaments. For more information, contact: NESRA, 20 N. Wacker, Suite 2020, Chicago, Illinois, 60606. Phone: (312) 346-7575.

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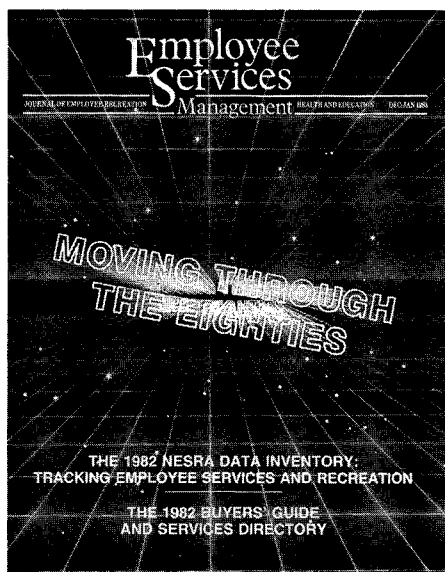
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In This Issue . . .



Experts predict continued growth in the commitment to fitness and health. Another expert foresees the rise of the information age landing tremendous impacts upon our government and business structures, our economy and our individual ways of thinking. And NESRA experts report that employee services administrators are earning greater salaries today than ever before.

These are but a few of the predictions and analyses of today's experts as they watch society moving through the eighties.

EMPLOYEE SERVICES MANAGEMENT interviewed four of the Healthy American Fitness Leaders recently. Their insights and comments on fitness and health in the eighties appear on page 9. Author John Naisbitt details the major forces affecting society in "Megatrends: Ten New Directions Transforming Our Lives" on page 10. And NESRA reveals its most recent survey results in "The 1982 NESRA Data Inventory: Tracking Employee Services and Recreation" on page 12.

Also included in this issue is the 1982 Buyers' Guide and Services Directory which begins on page 17.

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Management HEALTH AND EDUCATION

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December/January 1983 • Volume 25 • No. 10

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____ **"YES WE CAN".** Harry Cordellos gives an inspirational and motivational presentation on his many impressive accomplishments within the field of recreation despite being blind.

____ **"EMPLOYEE ASSISTANCE PROGRAMS—SHOULD WE, COULD WE AND HOW WOULD WE?"** Bob Schenk, Corporate Manager/Employee Assistance Programs, Owens-Corning Fiberglas, discusses drug and alcohol treatment programs and the expansion of these into areas such as personal, financial and family counseling.

____ **"EMPLOYEE ASSOCIATIONS—TO BE OR NOT TO BE".** Phyllis Smith, CESRA, Recreation Director, Hughes Fullerton Employee Association, provides information regarding the pros and cons of employee associations, the legalities and the mechanics for development.

____ **"COMPUTER HARDWARE AND SOFTWARE—INFORMATION AT YOUR FINGERTIPS".** Ralph Barr, Principal Development Engineer, Honeywell Avionics South, demonstrates the benefits of utilizing computers for employee activity programs and provides information on how they can be programmed into existing systems.

____ **"PRACTICING REASONABLE CARE IN YOUR PROGRAMS".** Dr. Tony Marshall, Associate Dean, Hospitality Management School, Florida International University, explains many of the precautions that must be taken when planning recreation programs and special events. This session covers these and gives you additional ideas that can eliminate risks before they become problems.

____ **"COPING WITH LIFE ON THE RUN".** Dr. George Sheehan, Department of Electrocardiography and Stress Testing, Riverview Hospital, brings to light how fitness programs and recreational activities should complement each other so as to improve a person's lifestyle.

____ **"COMMUNICATION TECHNIQUES—REACH OUT AND SELL SOMEONE"**—Parts I & II. William Boone, Corporate Relations Director, Allstate Insurance Company, helps you develop communication skills toward management, employees, press and media and community organizations. SOLD AS A SET—\$12.00.

____ **"BEGINNING FITNESS PROGRAMMING—STARTING OUT ON THE RIGHT FOOT".** Richard M. Brown, CESRA, General Manager, Texins Association, answers the often asked question, "Where do I start?"

____ **"CHAPTER DEVELOPMENT—WHAT'S IN IT FOR YOU?"** Ralph Ferrara, CESRA, Manager/Employee Recreation, General Mills, Irene Heavey, Manager, Employee Benefits and Services, Sperry Univac Federal Systems and Leroy Hollins, CESRA, Recreation Director, Martin Marietta Aerospace, explain how to start a NESRA Chapter. Items regarding bylaws, dues, organization structure and benefits are discussed.

____ **"STRESS AND THE AMERICAN WORK ETHIC".** Dr. Arthur L. Anderson, Chairman, Sociology Department, Fairfield University, presents information on the work ethic as perceived by employees today and how job related stress has become a genuine concern of business today.

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NEWS IN BRIEF

COMMERCE OFFICIAL SAYS REAGANOMICS ON RIGHT TRACK

"The United States will boast one of the world's healthiest economies in 1983," according to Dr. Robert Ortner, Chief Economist for the U.S. Department of Commerce. Dr. Ortner shared his views on the economy and related matters with recreation community leaders at the American Recreation Coalition's Autumn Recreation Roundtable.

Dr. Ortner said that the recent recession had been "in the works for a long period of time. There has been no real gain in GNP for four years." Thus, criticism of the Reagan Administration's economic program for the current state of the economy is unjustified, he told the group. "The Reagan program is not holding back the economy; on the contrary, the tax cuts are a major stimulus to it," he added.

"The economic goals of the Reagan Administration are twofold: to decrease inflation and to spur sustained growth of the economy," stated Dr. Ortner. "The rate of inflation has been reduced dramatically since 1980, from a 13 percent rate to a projected 5 percent increase for 1983. We have also seen great success in bringing down the prime interest rate which was 21.5 percent just before Reagan took office and now has dropped to 12 percent."

"A healthy, growing economy will benefit the recreation industry more than anything else because of the increase in discretionary income," said Dr. Ortner. He told the group that recent stock market gains and improvements in consumer confidence indicate the economy has stabilized and will soon begin a recovery. He dismissed the rise in unemployment figures as a "lagging indicator" and defended the President's recent statements that the structure of the economy has changed in recent years

so as to elevate the "normal range" of this statistic.

In sum, Dr. Ortner asserted, "The President's policies and programs are on the right track. Opponents were right in saying that the work of 30 years could not be undone over-

night; but we will see the benefits of returning more economic power to the marketplace beginning in 1983."

Americans Drank More, Snacked Less in the '70's

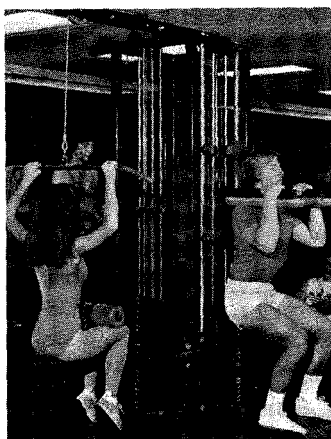
Americans guzzled more alcoholic beverages and soft drinks but ate fewer sweets and bakery products in the late 1970s than they did a decade earlier, a government report on food

(continued on following page)

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NEWS IN BRIEF

(continued from previous page)

consumption revealed.

Americans also consumed fewer eggs but more cold breakfast cereal, fresh fruits and fresh juice than in the mid-1960s, the Agriculture Department said in reporting on a nationwide survey of food consumption made in 1977-78.

The newly published report, highlighted in the Chicago *Sun-Times*, described the eating patterns of the U.S. population and showed a dramatic increase in consumption of yogurt and low-fat skim milk, apparently by weight-conscious Americans, while the use of evaporated milk, butter and shortening decreased more than consumption of any other food-stuff.

The use of yogurt increased 440 percent in 1977 from 1965, and low-fat skim milk rose 341 percent. Evaporated milk dropped off 61 percent, butter 52 percent and shortening 47 percent.

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"Alcoholic beverages underwent a marked upswing in quantity consumed—about 25 percent in the Northeast and West, 55 percent in the South, and 60 percent in the North Central section of the country," the report said.

"This may be both because of the growing use of alcoholic beverages [wine in the West] and the respondents' greater candidness in revealing alcohol consumption."

The increase in soft drinks, fruit drinks and punches ranged from 18 percent in the Northeast to 43 percent in the North Central states.

In contrast, consumption of sugar and sweets dropped 25 percent in each region, and bakery products, including bread, dropped 26 percent in the Northeast and 20 percent in the other regions.

All regions experienced "a notable increase" in the use of cold breakfast cereal, the report said, while consumption of eggs decreased 20 percent in each region. Consumption of fresh vegetables, fresh fruit and juice increased in each region.

The value of food used at home in the spring of 1977 averaged \$16.70 per person per week, comparable to \$24.60 at spring, 1982 prices, the department said.

Households allocated the largest share per home food dollar—36 cents—to meat, fish, poultry and eggs. The next largest share, 19 cents, went for vegetables and fruits, including juices. About 12 cents went for milk and milk products; 11 cents for flour, cereals and bakery products; and another 11 cents for beverages, both soft and alcoholic.

City households—those in cities with a population of 50,000 or more—used more meat, poultry, fish, vegetables and fruits than households in suburban and nonmetropolitan areas. Rural households used the most flour, fats and sugars—ingredients used for baking.

COMPUTERS BRING OFFICE INTO EMPLOYEES' HOMES

Will Work-at-Home Work?

Communications technology, futurists say, will soon enable employees to work at home instead of having to come into an office by linking individual terminals to an office computer. But this prediction fails to take into account "people" factors that may seriously hinder the "home-work" movement, states an article in a recent issue of *Impact: Information Technology*, a monthly newsletter published by the Administrative Management Society (AMS).

Business strategies are often conceived at informal meetings around the coffee machine or water cooler, the article states. Such interaction would be impossible if workers never mingled informally, which the "homework" movement would in great degree prohibit. Also, employees would be isolated and unable to fulfill their need for face-to-face interchange.

Assisting management with implementing automated office systems, *Impact* regularly reports on the latest developments in such areas as word processing, data processing, records management and telecommunications. In addition, *Impact* includes a special section that digests major articles published on new office technologies, procedures and systems.

An international management association, AMS provides a variety of publications, business and salary surveys, seminars, professional certification and other services to over 12,000 members and the North American business community.

For a sample copy of *Impact: Information Technology*, write to the circulation department, Administrative Management Society, 2360 Maryland Rd., Willow Grove, Pa, 19090.

(continued on page 36)

NIRREF BRIEFS


In the last issue of *Employee Services* you met the newly-elected officers of the National Industrial Recreation Research & Education Foundation (NIRREF) and read a brief summary of its purpose and goal.

This column is an appeal for participation, on the part of the entire NESRA membership, in making our education and research efforts meaningful to everyone.

Nearly 100% of the Board Members of NESRA have made a personal, association or company contribution to NIRREF.

At this stage of our program we are seeking *your* help. The size of the contribution is not as important as the fact that you have taken the time and the action to allow us to say: "The NESRA Board and the NESRA membership support NIRREF".

Please use the contribution form today and send NIRREF the evidence of your support.

NESRA, NIRREF and **YOU** are partners in this venture. No two parts of the triangle can do it alone. But if we do it together, everyone benefits—most important, you the reader of this appeal. 

Please type or print

Name

Address

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I pledge my support to NIRREF in the amount of \$_____ toward efforts in developing, studying and researching the field of employee services and recreation.

Send this form with your donation to NIRREF, 20 N. Wacker Drive, Suite 2020, Chicago, IL 60606.

ASSOCIATE PROFILE

BENEFIT PHOTOFINISHING

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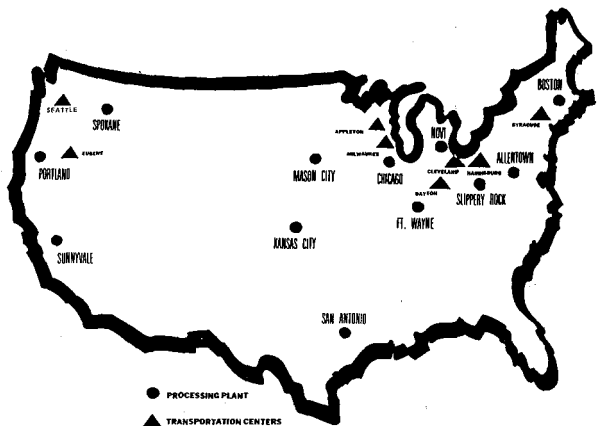
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For more information about Benefit Photofinishing, please call Mr. Benny at 1-800-521-2034 (outside Michigan), or 1-800-482-0125 (inside Michigan). 

NAMES IN THE NEWS

Recognized for Excellence

Brooks H. Vinson. Region 7 NESRA member and Administrative Specialist at the Jet Propulsion Laboratory in Pasadena, California, Vinson was recently elected to the *Who's Who In California* for his exceptional achievement, leadership and service as a citizen of the Golden State. 

NESRA NEWS


DIAA Celebrates Fifty Years

Fifty years of history were celebrated in December by the Dayton Industrial Recreation Association.

On December 4, 1931, the forerunner of DIAA, the General Motors Athletic Association (GMAA) was

formed. Member companies included the General Motors Radio Corporation, Delco Products Corporation, Frigidaire Corporation and the Inland Manufacturing Company.

The following year, GMAA officially changed its name to the Dayton Industrial Athletic Association, (DIAA). In 1935, the association became incorporated.

DIAA has served employee services and recreation for five decades. Current members celebrating the association's accomplishments include: Armco Incorporated, Chevrolet Moraine Plants, Delco Moraine, Delco Products, Inland, NCR, Wright-Patterson AFB, and Harrison Radiator-Dayton Operations. 

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BE A WINNER . . .

. . . by taking the time to enter your employees in NESRA's Tournaments and Contests.

NESRA Bowling Tournament—Co-Sponsored by Brunswick Recreation Centers, February 1–28, 1983

NESRA Fishing Contest—Co-Sponsored by the American Fishing Tackle Manufacturers Association, January 1–December 31, 1983

NESRA Photo Contest—Co-Sponsored by Guardian Photo, February 1–April 15, 1983

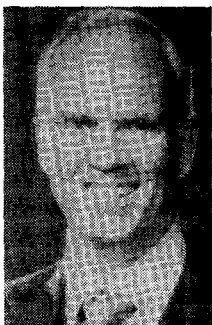
NESRA Rifle-Pistol Tournament—Co-Sponsored by the National Rifle Association, November 1–April 15, 1983

Among the millions of fitness enthusiasts, only a select few are true pioneers in the area of fitness and health. Some of them have developed new methods of exercise, others created nationwide programs fostering better fitness and health. Last fall, the U.S. Jaycees bestowed the title, "1982 Healthy American Fitness Leader" upon ten pioneers at the first annual Healthy American Fitness Leaders Awards Congress, sponsored by Allstate Life Insurance and held in cooperation with the President's Council on Physical Fitness and Health.

Interview

What does the future hold for physical fitness and health?

ESM recently posed that question to four of the Fitness Leaders: Jess A. Bell, Dr. Thomas Cureton, Jr., Joseph E. Curtis and Lt. Col. Gerald C. Werner. The other six honorees include: Dr. Charles A. Bucher, professor and administrator for the University of Nevada at Las Vegas; Rep. Beverly B. Byron, U.S. Congresswoman and chairperson of the Maryland Commission on Physical Fitness; James Carnes, executive director of the Governor's Council on Physical Fitness and Sports in Florida; Jack LaLanne, author and television personality; Dr. James A. Nicholas, founding director of the Institute of Sports Medicine and Athletic Trauma; and Richard Simmons, television personality.



Jess A. Bell

Jess A. Bell, president of Bonne Bell, Inc. A leader in the creation of exercise programs within the business community, he established the Bonne Bell 10 kilometer races, which are currently run in 14 U.S. cities and a number of foreign countries.

ESM: What do you think the future role of business, industry or government will be in providing fitness and recreation opportunities to the public?

Bell: I'm sure fitness and recreation will become more prevalent and popular in the future. In time, all companies will realize its advantage when competing in the marketplace to recruit new employees—and keep them.

Cureton: I think business and industry will be put on the defensive if they don't offer fitness programs to their employees in the near future. As more people become committed to health and fitness, they'll demand it at the workplace. And, of course, more companies realize today that heart disease and poor health are quite costly to business.

Curtis: Industry has been a leader in employee fitness for more than 35 years. Business, however, will have to meet this challenge as the white collar workforce continues to increase at such a fast rate. I personally think business has the greatest potential for initiating fitness programs. And, as for government, we've been touching the subject for 25 years and just now are getting smart. We've finally realized that sponsoring one massive fitness day won't produce the long-lasting effects that are needed.

In the future, I think you'll see more cities offering programs like New Rochelle's CITY-FIT, which moves at a slower pace, takes its message right to the public's homes and then lands an even greater and longer-lasting impact.

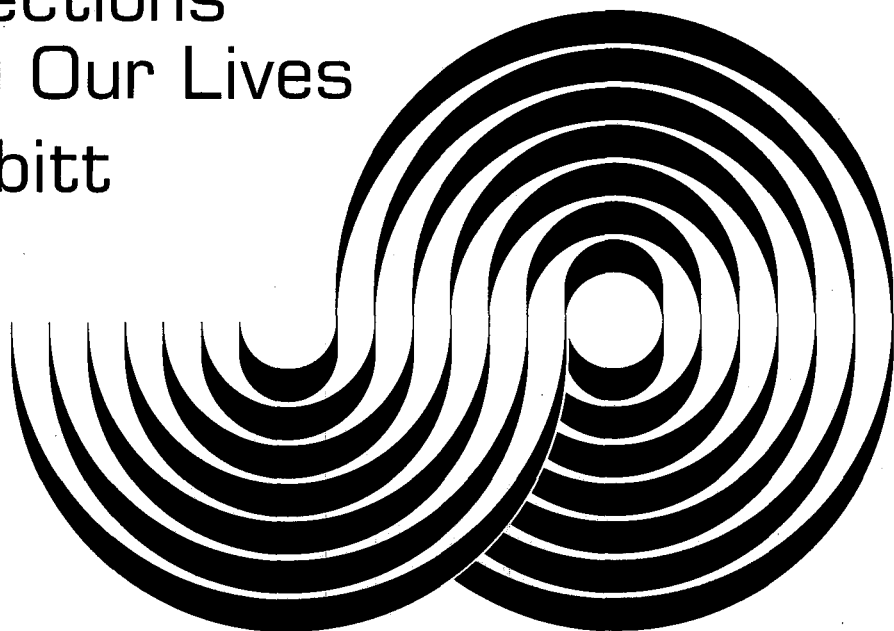
Werner: Speaking for the army, the indications are that employees can do their jobs better, be more highly motivated, loyal and cohesive when they work at staying fit and healthy. Business and government are recognizing this important fact, too.

I believe fitness and recreation programs are, and will continue to be, a necessity for coping with our stressful lifestyles.

(continued on page 32)

Megatrends

Ten New Directions Transforming Our Lives by John Naisbitt



America is a rapidly shifting mosaic of events, attitudes and ideas. No one doubts that we are in an era of tremendous change, but the problem of how to define and act upon the new trends is one that has perplexed

economists, businessmen and politicians alike.

John Naisbitt, a one-time White House staffer for Lyndon Johnson and current publisher of the *Trend Report*, has spent more than a decade

utilizing an astonishingly accurate method to trace the course America has set for itself in the eighties. Since 1970, the research staff of Naisbitt's *Trend Report* (a quarterly analysis of emerging trends) has clipped, coded, filed and evaluated more than two million local news items. Drawing from such a grassroots source, the *Trend Report* is one of the world's richest data bases. Using the technique of "content analysis," Naisbitt's research staff is able to monitor major political, societal and economic shifts as critical trends emerge from local communities and cities.

MEGATRENDS: Ten New Directions Transforming Our Lives \$15.50, by John Naisbitt, is the product of fourteen years of research by Naisbitt and his research group, the first and only organization to utilize "content analysis" to understand our society.

The reason "content analysis" works so well is that newspapers reflect society as a "closed system" by maintaining an essentially constant amount of news in column inches. When a new topic is introduced into

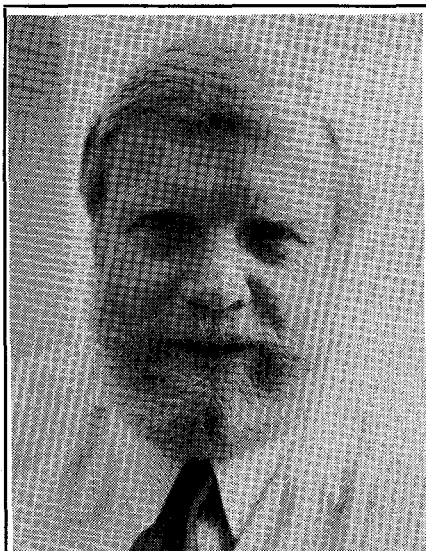


photo by Linda Bartlett

**John Naisbitt, author of
MEGATRENDS: Ten New Directions Transforming Our Lives**

ABOUT JOHN NAISBITT

John Naisbitt is the chairman of The Naisbitt Group and the publisher of the *Trend Report*, a quarterly summary of the emerging trends in the United States. The Naisbitt Group assists companies in identifying the trends that affect their businesses and in managing adaptive changes.

Mr. Naisbitt, who studied political science at Harvard, Utah and Cornell, served on the White House staff as Special Assistant to President Lyndon Johnson. He was John W. Gardner's special assistant when Mr. Gardner was Secretary of HEW. Prior to that, he spent two years as assistant to Francis Keppel, then U.S. Commissioner of Education. Mr. Naisbitt also served as assistant to the Chairman of the Commission of Presidential Scholars, Dr. Milton Eisenhower.

John Naisbitt has spent 20 years in business. He worked as an executive at IBM and The Eastman Kodak Company before founding The Urban Research Corporation in 1968.

this "news hole," another topic is necessarily edged out. John Naisbitt cites the decline of reporting on civil rights, which occurred as more space was devoted to environmental issues in 1973.

Naisbitt's comments about what is happening now are based on the monthly "content analysis" made of 6000 local newspapers from communities across the country. The monitoring of these societal shifts enables The Naisbitt Group to chart the persistent trends until an outline emerges of how society is restructuring itself.

The ten pivotal trends delineated in MEGATRENDS are:

- **The move from an industrial-based to an information-based society**—This transformation is well-underway: 13% of the U.S. work-force is employed in manufacturing, while 60% either produces or processes information. Though manufacturing is moving out of the country, information production and processing appears quite comfortable in America. According to Naisbitt, this country is better at producing information and ways to process it than anyone else, including Japan.

- **The move in the dual directions of "high tech/high touch"; each new technology matches a compensatory human response**—Technology development advances rapidly, and in general, well in advance of the willingness of a large portion of the population. Essentially, technology must adapt to the people. It cannot be forced upon them; nor can in-traction with "high tech" replace human contact.

- **The move from a national to a global economy**—The movement away from national self-sufficiency means America will no longer be the world's dominant force.

- **The move from a society run by short-term considerations and rewards to one that favors long-term planning**—Building for the future will be the common bottom line.

- **The move from centralization to decentralization in government and business**—Accompanying the decline of industry is the emergence of power from the bottom up.

- **The move from institutional help**

NAISBITT'S TOP 10 CITIES FOR THE FUTURE

In some respects, Houston and New York are more alike than they are different. Both have trouble transporting their residents, repairing their streets, collecting the garbage, and dealing with unemployed immigrants. Neither city made the list of places where opportunity is likely to be the greatest during the 1980s, according to John Naisbitt, publisher of *The Trend Report*.

Albuquerque. Naisbitt likes the country's 49th largest city because it keeps lowering its taxes, and, unlike other Sunbelt cities, it has plenty of water. It also has plenty of crime (the city ranks 23rd in the country). Its population is the country's second youngest, with an average age of 24.7 years.

Austin. This formerly laid-back college town might become a miniature Silicon Valley, but Austin voters are showing more interest in controlling growth. One bumper sticker reads "Keep Austin Austin."

Denver. This exploding former cow town now rivals Houston, says Naisbitt, as the energy capital of the country. He reports that one businessman told him, "The deals being made here remind me of Houston 20 years ago."

Phoenix. More than 300 days of sunshine every year and low business taxes have already attracted high-tech, information-age industries.

Salt Lake City. People here are younger, better educated, and commit fewer crimes than in the average city.

San Antonio. Naisbitt never says why people are favoring San Antonio, just that they are. Maybe it is because San Antonio is close to Austin.

San Diego. This southernmost city in California recently built a trolley line.

San Jose. It is the capital of Silicon Valley, but the Santa Clara Valley in which San Jose is located also contains 32 wineries, a situation Naisbitt calls "an attractive high-touch counterbalance to its high-tech industries."

Tampa. Again, Naisbitt doesn't say why the city is growing, only that it is. The Chamber of Commerce, he notes, won't accept just any migrating company. "If an industry can't be clean," the chamber says, "it can't be here."

Tucson. This is not the sleepy retirement town people think it is, says Naisbitt. At age 28.2, the average Tucson resident is two years younger than the national average, and three years younger than his brother or sister in the Northeast.

**reprinted from Inc., the magazine for growing companies.*

to self-help—The estimated one million families who educate their children at home, the millions for whom exercise is a way of life, and midwives testify to the fact that a sense of self-reliance is making a comeback.

- **The move from representative democracy to participatory democracy**—Workers, citizens and consumers are demanding and receiving a much greater voice in business, government and the marketplace.

- **The move from hierarchal structures to networking**—Improved communication, coupled with decentralization, the rise of the information age and the shift to participatory democracy, signals an end to the pyramid, with dominance and power located at the top.

- **The move by many Americans living in the old industrial cities of the North to the newer cities in the**

South and West—Florida, Texas and California will enjoy the greatest growth in population in the upcoming years.

- **The move from a narrow "either/or" society with a limited range of personal choices to a multiple-option society**—Shades of grey are smashing the traditional black and white scenario painted for so long. The individual, not the family, will be society's emphasis. Similarly, variety (as epitomized in the workplace with temporary work, flextime, work-at-home and shared jobs) will be the rule.

Unlike Orwell's vision in 1984 of a mass society run by "Big Brother," Naisbitt views Americans as more individualistic and confident of their decision-making abilities than ever before. The trend from representative democracy to participatory de-

(continued on page 36)

The 1982 NESRA Data Inventory: *Tracking Employee Services and Recreation*

Small companies hold the most potential for NESRA's future membership growth.

Fifty-nine percent of the top-level employee services administrators earn more than \$20,000 annually; half of these take home salaries exceeding \$30,000. Just over 30% of NESRA member companies have employee services and recreation budgets in excess of \$100,000 per year. And, bowling, company picnics and discount services are the most popular programs offered by companies today.

These are just some of the findings revealed by the 1982 National Employee Services and Recreation (NESRA) Data Inventory. This comprehensive survey of NESRA company members was designed to identify current trends in programming and administration within the field of employee services and recreation, as well as identify the growing needs of the association's membership and help define the future direction of NESRA and the field of employee services and recreation.

As a responsible and professional organization, NESRA's commitment to research results in the constant availability of up-to-date information. Funded by the National Industrial Recreation Research and Education Foundation (NIRREF), this survey collected information from 21.13% of all NESRA member companies.

The new membership

NESRA membership has grown 25.5% from 1974

to 1982 in the category of companies with under 500 employees. This occurrence may be attributed to the increasing awareness of the benefits produced by employee services programs by smaller companies as well as NESRA's increased local chapter development efforts. These small company categories appear to hold the most potential for NESRA's future membership growth.

Salaries: on the rise

1982 data indicates an overall escalation of salary levels between the years 1974 and 1978. The most significant top-level (typically, individuals holding the title "general manager" or "employee services and recreation department director") salary ranges are between \$15,000 and \$30,000. Of this, 19.5% earn between \$20,000-\$25,000 per year, while 27.9% earn more than \$30,000 per year. Along with the factors of inflation and employee tenure, this high percentage at the upper range of the salary scale indicates management's endorsement of professional employee services programs by paying a substantial wage to qualified administrators.

The data also indicates that the most significant second-level (such as supervisors, coordinators or administrative assistants) salary range is between \$15,000-\$20,000 per year. Of this, 6.4% indicate earning less than \$15,000 while 18.8% earn in excess of \$20,000 per year.

Finally, 17.4% of third level salaries are between \$10,000 and \$25,000 per year. Less than 1% earn less than \$10,000 while only 1% earn greater than \$25,000 per year.

The pursuit of knowledge

Employee Services Administration has achieved a level of sophistication where, in a great majority of cases, a four year college level education is the minimum requirement.

A four year college education is the minimal requirement in 57.4% of the top level employee services positions, while 23.5% of the second level and 6.1% of the third level positions require a four year degree. A post-graduate degree is the minimal requirement in 7.6% of the top-level administrative positions.

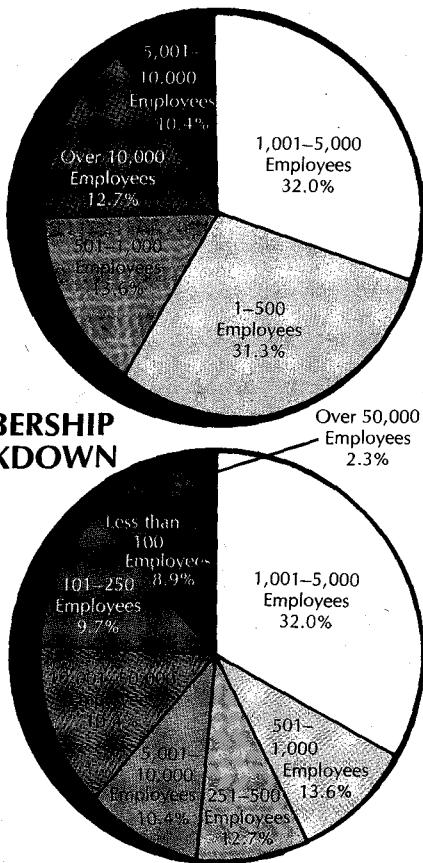
The financial picture

Today more dollars than ever before are being allocated to employee services and recreation programs. Currently, 30.1% of the respondents have employee services and recreation budgets in excess of \$500,000 per year. These increases may be partially attributed to management's recognition

(continued on following page)

1982 NESRA MEMBERSHIP

MEMBERSHIP BREAKDOWN






Salary Ranges for Top-Level Employee Services Administrators*

\$20,001-25,000			19.5%
\$15,001-20,000			16.7%
\$30,001-35,000			11.6%
\$25,001-30,000			11.6%
\$10,001-15,000			6.0%
*does not apply for 19.1% of those surveyed			

Salary Ranges for Second-Level Employee Services Administrators*

\$15,001-20,000			15.2%
\$25,001-30,000			7.8%
\$20,001-25,000			5.5%
\$10,001-15,000			5.5%
\$30,001-35,000			3.2%
*does not apply for 59.4% of those surveyed			

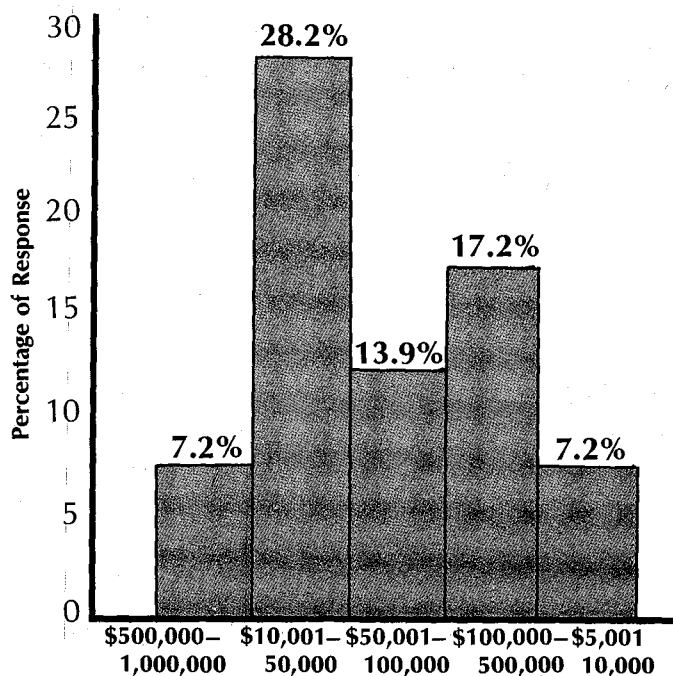
Salary Ranges for Third-Level Employee Services Administrators*

			
\$20,001–25,000 6.1%			
			
\$10,001–15,000 6.1%			
			
*does not apply for 80.2% of those surveyed			

Educational Requirements for Top, Second and Third Level Employee Services Administrators

Education Required	Top Level	% of Response Second Level	Third Level
Does not apply	—	63.6	82.5
High School Diploma	15.7	4.1	7.5
Post High School Certificate or Two Year Degree	12.2	6.9	1.9
College Degree, 4 year	57.4	23.5	6.1
Post Graduate Degree	7.6	.5	.9
Other	7.1	1.4	.9

Financial Picture Highlights



NESRA DATA INVENTORY

(continued from previous page)

of the benefits of employee services programs as well as a certain amount to general inflation factors.

Although a substantial percentage of NESRA members have a relatively small cash flow (37% less than \$10,000), within this grouping may be a number of companies just beginning employee services programs. Of those already established, 30.5% list their annual cash flow amounts in excess of \$100,000 per year.


For 70% of employee services programs, some funds are provided by the company. In 44.2% of the programs, participation fees supply some of the funds needed to operate.

Popular programs

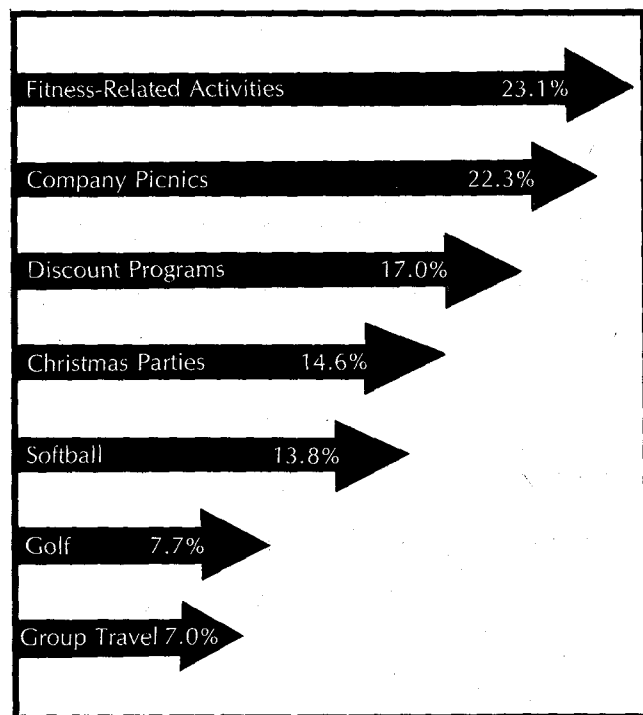

Bowling, softball and golf head the list of popular physical programs offered by NESRA member companies. Company picnics and Christmas parties are social activities offered by more than 50% of those surveyed. Service programs enjoy an even larger audience. Discount programs supplying entertainment, goods and services at reduced rates, are offered by more than half of the companies surveyed. Also offered by more than 40% of respondents are: blood drives, newsletters and first aid/CPR training.

In all, fitness-related activities, company picnics, discount programs, Christmas parties and softball

have experienced the most dramatic increase in participation in the last two years.

The findings of this research project indicate that employee services and recreation programs have become increasingly accepted by contemporary management primarily due to the corporate benefits derived from effective program administration. Evidence of this acceptance is apparent as these programs are receiving management's endorsement in terms of more corporate dollars along with competent management administration. 

Sudden Fame: Activities experiencing the most dramatic increases in participation in the last two years

People Power

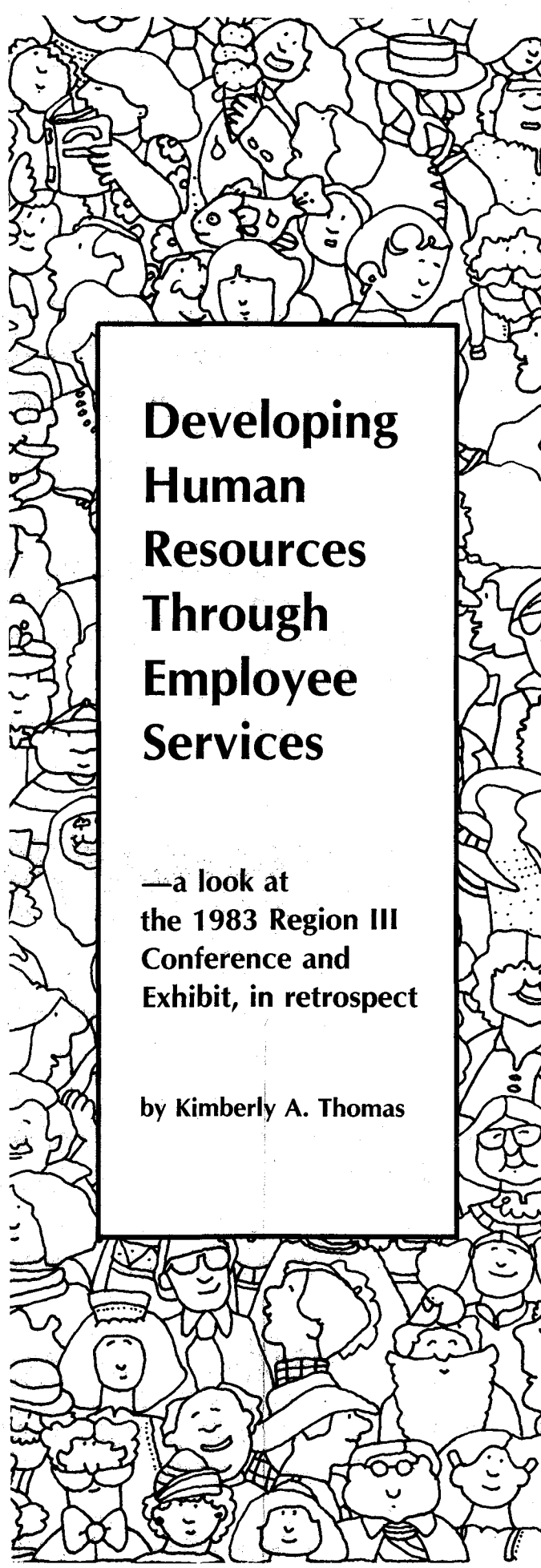
helps prevent birth defects

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The Most Popular Employee Services and Recreation Programs

Physical Programs	% of response
Bowling	65.4
Softball, slow pitch	62.3
Golf	53.1
Basketball	47.7
Volleyball	34.6
Exercise Programs	29.2
Fishing	26.2
Jogging	26.1
Skiing, Snow	24.6
Horseshoes	20.8
Social Programs	
Picnics, Company	57.7
Christmas Party, Adults	51.5
Dinner, Awards	30.8
Christmas Party, Children	29.2
Retirees' Activities	23.9
Movies	19.2
Dinner, Dances	17.7
Picnics, Department	14.6
Bridge	13.8
Children's Activities	13.1
Service Programs	
Ticket Sales/Discount Coupons	63.8
Employee Discount Program	52.3
Blood Drives	47.7
Newsletters	47.7
First Aid/CPR Training	40.8
United Way Drives	39.2
Cafeteria/Food Service	32.3
Travel Program, Group	31.5
Travel Brochures/Info	28.5
Employee Assistance Counseling	23.1
Smoking Cessation	22.3
Adult Education	20.8
Award/Recognition Programs	20.0
Retirement Counseling	20.0
Travel, Group Weekends	20.0
Suggestion Program	19.2
Nutrition/Weight Reduction	18.5
Car/Van Pool	16.1
Stress Reduction	15.3
Company Store	13.8
Cultural Programs	
Crafts/Ceramics	15.4
Photography	14.6
Drama/Theater	13.8
Art/Painting	9.3
Chorus/Glee Clubs	9.2



Developing Human Resources Through Employee Services

**—a look at
the 1983 Region III
Conference and
Exhibit, in retrospect**

by Kimberly A. Thomas

Eighty-five employee services and recreation professionals, students and spouses joined 13 exhibitors for a "weekend of insight," according to Region III Conference Coordinator Ed Pacana, McDonald's Corporation Regional Attorney.

The Region III Conference, held at the Drake-Oakbrook Hotel just outside of Chicago, ran November 18–20 and provided those in attendance with a ripe opportunity to learn more about their field through numerous educational sessions, an exhibit hall and by simply mingling with their peers.

Patrick Stinson, NESRA Executive Director, and Stephen Edgerton, NESRA President welcomed first-timers to the conference on Thursday. NESRA newcomers learned about the association and the field of employee services and recreation from the two men who know it best.

Region III's conference officially opened on Thursday afternoon with the keynote address, "Developing Human Resources Through Employee Services," featuring Ray Walsh, Human Resource Consultant. In his speech, Walsh emphasized the importance of employee services as a part of the overall employee benefits package.

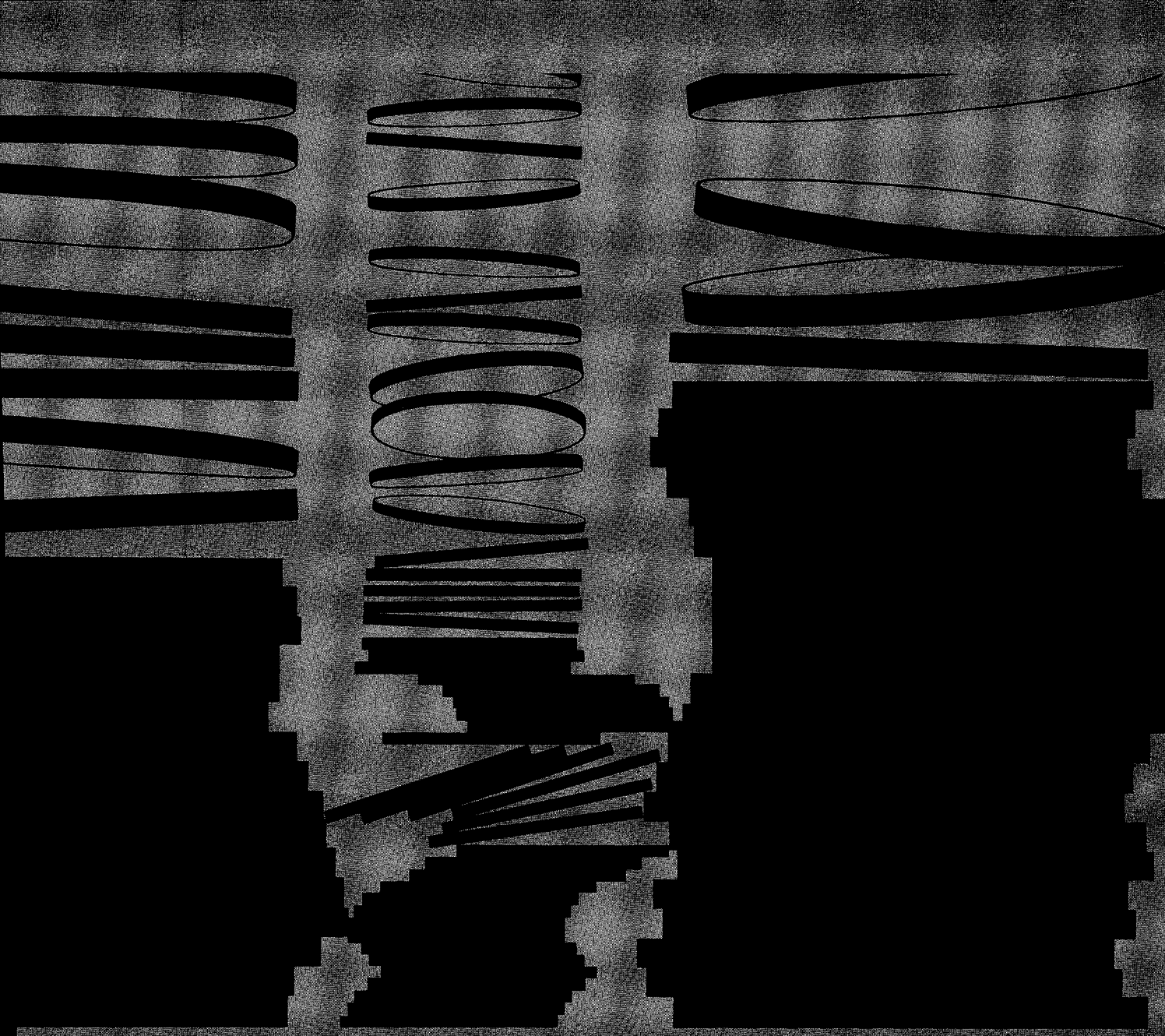
Thursday evening signalled another conference premier: the exhibit hall grand opening. Conventioneers viewed 13 exhibits, featuring a wide sampling of products and services.

After speaking with exhibitors, conference attendees flocked to a buffet dinner. In addition to a western barbecue, the dinner menu featured the Running Fox Band, whose entertainment forté included country and western music.

"An In-depth Look at a Total Employee Services Program," with Stephen Edgerton, called Region III members out of their beds Friday morning to learn about the comprehensive scope of a successful employee services program. Edgerton cited the Xerox Corporation program as an example of one that offers physical, social, cultural and service activities to a diverse employee population.

Following Edgerton's address, Dr. George Carter of Triton College informed the audience about "Balancing Contemporary Lifestyles."

(continued on page 34)



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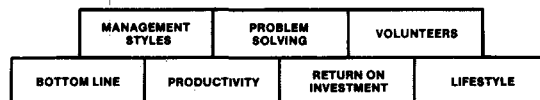
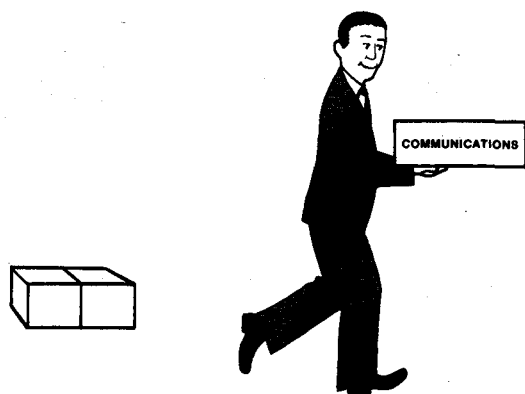
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at its
42nd Annual Conference and
Exhibit

May 5–8, 1983
Hyatt Regency Columbus
Columbus, Ohio



NESRA

NESRA Votes Tallied; Smith a Winner

Phyllis Smith, CESRA, and 1980-82 Secretary for the National Employee Services and Recreation Association is now answering to the title, "President-Elect". Smith's one-year term began on January 1. She will assume the office of President in January of 1984.

"I plan to continue with the progress that NESRA's leaders have been making," explained Smith. "I certainly would like to make some of the long-range goals, such as the computerization of information at headquarters, a reality. As a professional service organization, I believe NESRA must constantly relay up-to-date information to the public."

Smith is the 22-year Executive Recreation Director of the Hughes Fullerton Employee Association and the Executive Director and founder of Employee Services Recreation Orange County (ESROC), a NESRA Chapter. Smith is also a past-Governor of District 11 for the Altrusa organization.

As President-Elect, Smith will work closely with NESRA President Stephen Edgerton, CESRA, to train for succession to the top position. Other duties undertaken by the President-Elect include: acting as the personnel manager for the NESRA staff and as a liaison/assistant for all committees and regional administration; being an active member of the NESRA Finance Committee; and attending regional conferences.

Other winners in the 1982 NESRA election include: Ronald Jones, CESRA, for Vice President of Finance and Treasurer, and Alice Bucca, CESRA and Alan Benedeck, CESRA, re-elected for the offices of Vice Pres-



Phyllis Smith prepares for the holidays at Hughes Aircraft in Fullerton, California


ident of Research and Professional Development and Vice President of Public and Government Affairs, respectively.

A newcomer to the NESRA Executive Board, Jones, Executive Vice President of the CAC Recreation Association, Inc. has served NESRA as the Region I Director. As the Vice President of Finance and Treasurer, Jones will work with the NESRA staff in developing the annual budget and submitting a status report of the association's financial procedures, financial status and detailed income and expenditures to the Board of Directors.

In the role of Vice President of Research and Professional Development, Alice Bucca, Manager of Corporate Employee Activities, Digital Equipment Corporation, and past-President of the Massachusetts Industrial Recreation Council, NESRA Region I director and NESRA Trea-

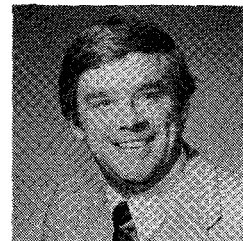
surer, will continue to handle the research program and coordinate the Certification Committee and program.

Among the major second-term duties for Alan Benedeck, Corporate Relations Manager for Allstate Insurance Company and current President/Trustee for the Countryside Fire Protection District, is the coordination of NESRA's public relations program.

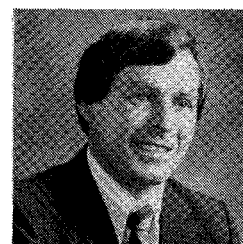
Meanwhile, in the December associate member election, Robert Baldwin was re-elected for a one-year term beginning January 1, 1983 as Associate Member Representative on NESRA's Board of Directors. 



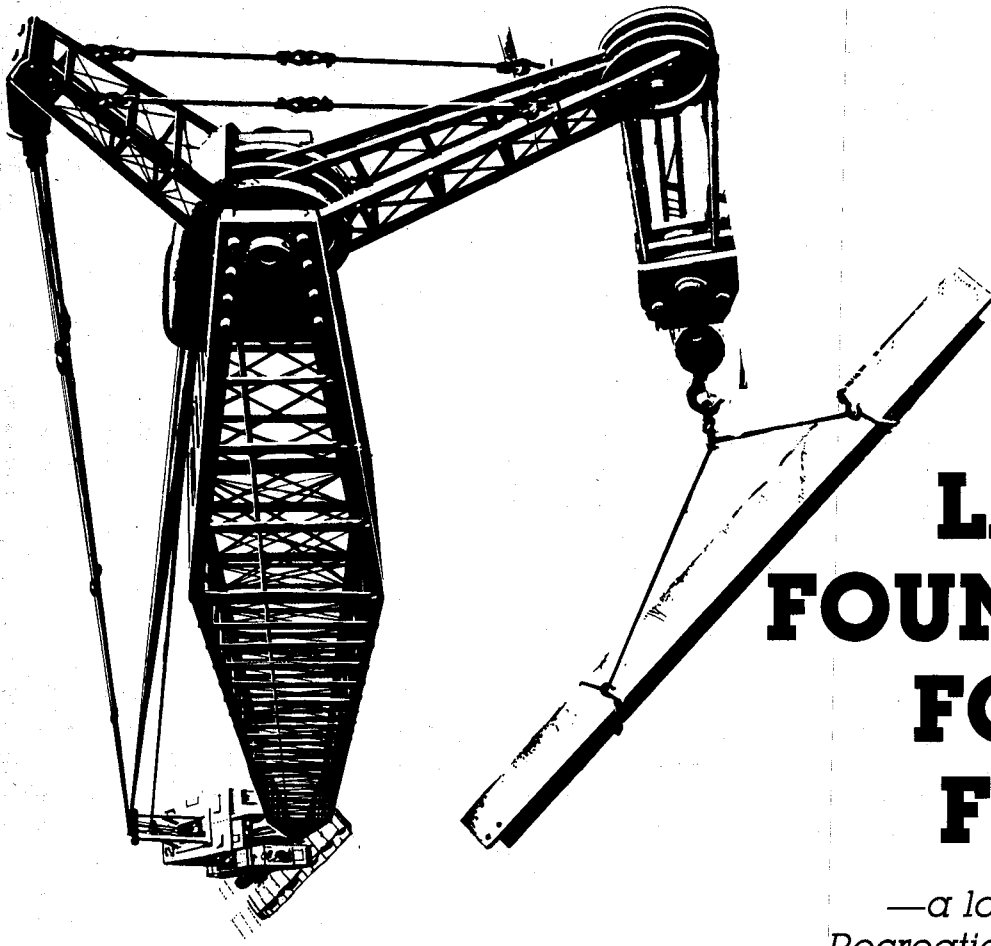
Alice R. Bucca, CESRA



Alan F. Benedeck, CESRA



Ronald C. Jones, CESRA



LAYING FOUNDATIONS FOR THE FUTURE

—a look at the Minnesota Recreation and Services Council Conference and Exhibit, in retrospect

By Marlene White
Communications Chairperson, MERSC

"Laying Foundations For The Future" was the theme of the Minnesota Employee Recreation and Services Council (MERSC) Conference and Exhibit held at the Thunderbird Motel in Bloomington, Minnesota. The event, held October 14-15, drew approximately 76 delegates, exhibitors, guests, and students from the field of Employee Services and Recreation.

Opening events began Thursday evening with registration and the opening of the exhibit hall where 22 exhibitors were represented. A wine and cheese reception was also held along with door-prize drawings.

Friday's agenda began with breakfast, followed by a Wake-Up/Tone-Up exercise session led by Linda Simon, Associate MERSC member.

Keynote speaker Jim Klaessen, Director of Community School Services for the City of Roseville, then spoke

to a lively audience on, "In Pursuit of Excellence".

The keynote address was followed by a number of other informative sessions including: "Effective Communications", presented by Mel Byers, Executive Director of Toledo Industrial Recreation and Employee Services Council; and "Liabilities and Workers Compensation," addressed by Dr. John H. Schultz, associate professor for the University of Minnesota.

All delegates then attended the luncheon at which Alan Benedeck, NESRA Vice President for Public and Government Affairs spoke on the benefits of membership in our National Organization, NESRA.

Following lunch were a number of informative concurrent sessions. Dr. Schultz presented a "Liability Workshop" while Maurice Klingele, Armstrong High School, spoke on "Fund

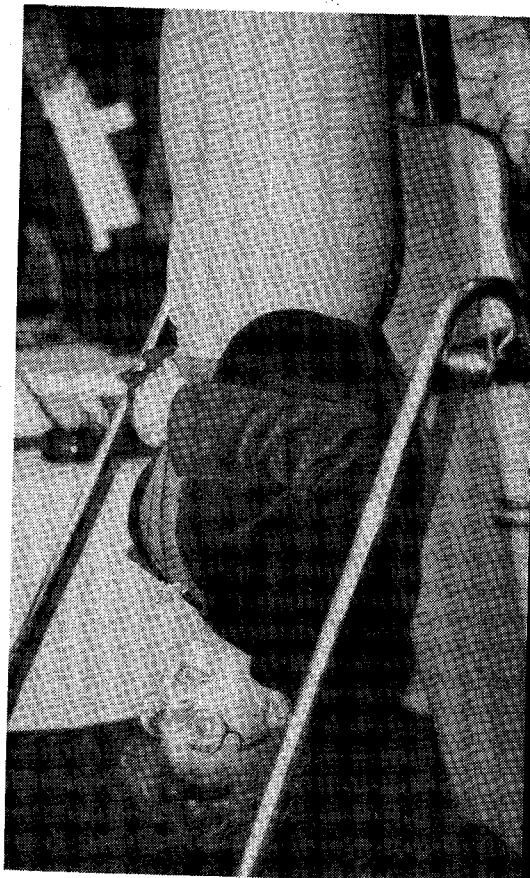
Raising". In addition, Mel Byers addressed "Forming An Employee Association", and Robert Crunstedt, Honeywell Inc., led a "Cost-Savings Workshop".

The final afternoon session featured Dr. Yutaka Morohoshi, an associate professor at St. Cloud State University, who addressed "Japanese Productivity and Recreation Programs' Contribution". This session reviewed Japanese management's view of the importance of employee recreation to their productivity and successful economy.

The conference officially closed on a cheerful note as the "Generalaires" chorale group from the General Mills Company performed a variety of selections for everyone's listening pleasure at the closing banquet, which also featured the final door-prize drawings.



MERSC Conference attendees inquire about group trips to Ski Brule.



(at right) MERSC executive secretary, Connie Weiss gets a different view of things in gravity boots.

Those persons responsible for organizing the first successful MERSC Conference and Exhibit included: Committee Co-chairs: Joe Russell—Honeywell, Jayne Epperson—Sperry-Univac; Program Committee: Bob Crunstedt—Honeywell, Jim Auchue—Minnesota Diversified Industries, Ed Bruno—3M; Registration Committee: Connie Weiss—MERSC Executive Secretary, Sandra Weiler—First Northwestern Banks; Associate Member Exhibit: Joe Hauglie—Control Data, Marge Cobey—Twin City Fine Dining Club; Food Committee: Jill Selander—Daytons, John Niehaus—Sperry-Univac; Communications Committee: Marlene White—Honeywell, Pam Struntz—B. Dalton Bookseller; assistance was also provided by Ralph Ferrara—General Mills.

MERSC wishes to thank everyone who helped and participated and looks forward to many more successful conferences in the future. ☺



(above) Exercise was a part of the package for which conference attendees registered (below).



Speakers Slated for NESRA's 1983 Conference

Four speakers have recently been selected for NESRA's 1983 Conference and Exhibit in Columbus, Ohio this May . . .

There is a rapid and powerful way to learn to do things extremely well . . . it's called Peak Performance. The subject has been discussed in such distinguished periodicals as the Wall Street Journal, Psychology Today, Computer Decision and will be the subject of a 26 part CBS television series.

Using a synthesis of approaches developed in the U.S. and other major countries, **Dr. Charles Garfield** will present a comprehensive program for achieving and maintaining optimal performance and productivity. Audiences will learn the sometimes small but crucial differences between the peak performers in every field and those who merely do well.

The Peak Performance Program is not a panacea or a promise, but a method that can save people years of wasted effort and frustration. It is an approach used by thousands of people to maximize their talent, ability and experience.

Dr. Charles A. Garfield is not only the developer of Peak Performance workshops, but is one of the world's leading authorities on improving human performance and productivity. A psychologist, educator and writer, he is on the Clinical Faculty of the School of Medicine at the University of California. As a mathematician and computer analyst, Dr. Garfield worked on N.A.S.A.'s historic moon landing.

Dr. Garfield has conducted over 300 workshops for professionals and the general public and has been invited by many of the Fortune 500 companies to teach the principles of this remarkable approach to high performance.


Dr. Linda S. Hartsock, D.Ed., CAE is an internationally recognized professional leader in the fields of management, education and training. With over two decades of work with international and national associations, voluntary organizations, and academic institutions, she has had numerous assignments including chief executive officer, trainer, speaker, writer, educator, and consultant. In these roles she has been responsible for the productivity and performance of a array of persons and organizations.

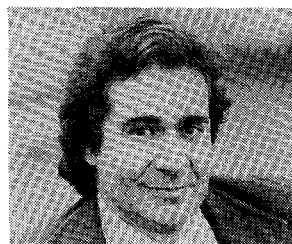
Dr. Hartsock is a Certified Association Executive and also holds a doctoral degree from Penn State University in the organization and administration of higher education. Her years of experience as a chief executive officer, association staff member and adult educator have provided her with the practical experience to address a wide array of personnel and organizational issues. She has a track record of success in resolving problems related to assessment and planning, training, program design, material development, communication, and management.

Dr. Hartsock is president of Hartsock Associates, a management and educational consulting firm located in Alexandria, VA.

Stanley and Verna Hayes are co-authors/developers of LIFE-DESIGN Associates' midlife/preretirement program (and manual), *CREATING YOUR FUTURE NOW*. Prior to LIFE-DESIGN, Stan's multi-faceted background included engineering management (Apollo Program), pilot, minister, counselor, and directing development of programs to provide resources for older people in a six-county region of New York.

Verna received her BA and MA degrees (Anthropology) while their seven

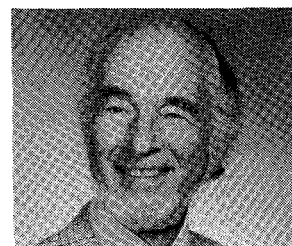
children were becoming adults. Her activities have included: retail store management; program development, research, consultation and administration for several national, regional, and community social and health organizations; teaching at Broome Community College and SUNY-Binghamton; and Futurist studies. 



**Charles A. Garfield,
Ph.D.**



**Linda S. Hartsock,
D.Ed. CAE**



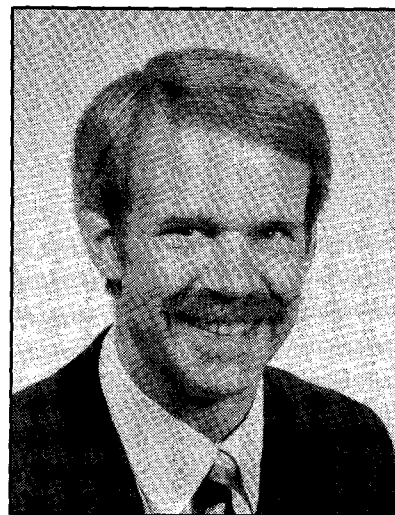
Stanley Hayes



Verna Hayes

The NESRA President would like a word with you

... about the
emerging awareness



Stephen W. Edgerton, CESRA
Xerox Corporation
1982-83 NESRA President

During the past several months there has been an increasing amount of literature and promotional material that deals with our field of expertise. One new publication, *Corporate Fitness and Recreation*, is particularly interesting because of the NESRA member involvement as editorial advisors.

Emphasis is also being put on our association by the American Association of Fitness Directors in Business and Industry.

In addition, many of you have received information on a "Recreation Management Conference" at Philadelphia in April, from the tabloid piece published by *Recreation, Sports*


and *Leisure*.

A good share of our members also receive the magazine, *Athletic Purchasing and Facilities*.

All of these publications, associations and tabloids are filling someone's needs. The mere fact that there is such a number of new organizations trying to reach people in our field can only be positive for NESRA. This indicates that we certainly are not the only people who have recognized the needs of employees and the potential market for the services to meet those needs.

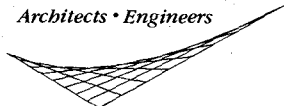
All of the publications have their own area of expertise. However *your* National Employee Services and Recreation Association offers all of

the varying kinds of services that are being offered by other organizations. Although NESRA leaders are not experts in each and every service category, we do have the resources to find the experts. The combination of our professional staff and our professional members makes us the primary leader in this fast-growing field.

We feel it is a positive sign that more organizations are discovering our market and following us in the promotion of employee services and recreation. The new publications and associations emerging will certainly provide more people with an avenue to discover NESRA, the leader in employee services and recreation. 

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Philadelphia Civic Center
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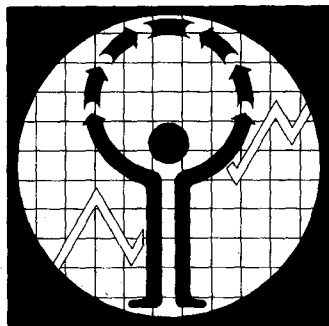
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ESM 1/83



*April 15-17, 1983
Philadelphia Civic Center
Philadelphia, PA*

Fitness/Health Bulletin



Richard M. Brown, CESRA
Texas Instruments, Inc.
NESRA Vice President
Fitness and Health



Risk Analysis

What is it?

What does it tell you?

What can you do with it?

Premature Death. Not too long ago, this buzz word among health experts was introduced to scare all of us into avoiding unhealthy lifestyles. Eventually, people came to realize that such a negative term can only garner negative responses.

Enter "wellness" or "high level wellness". These are the terms that have most recently entered the health field and landed a positive impact upon many.

A few years ago, magazines, television and other media seemed to be preoccupied with helping us measure our probability of dying early because of poor health habits. This quantification of cause and effect was an important step in putting the responsibility for health care where it belongs: on the individual. The problem with the approach, however, was that it was entirely negative.

I am strongly inclined to agree with the statement made by a speaker at a recent meeting of the Governor's Commission on Physical Fitness held in Austin, Texas. He said, "You cannot threaten with statistics or reward with longevity."

Does this mean we should stop trying to help our employees evaluate their lifestyles?

No, of course not.

It simply means that the assessment should dwell more on the positive aspects of health care: What things are we doing right? What things can we do better? And what courses of action can we take to make a lasting change?

Formats for risk assessment are now following this trend. *Risko*, an American Heart Association document, was one of the first self-administered risk analyses developed. Though a good first step, it was both very limited in that it dealt only with cardiovascular disease, and very threatening in that it calculated levels of risk of dying from a heart attack.

The modern approach to risk assessment is usually called "lifestyle assessment." It, too, starts with the factors that make one more prone to heart disease. Some of these factors, such as age, gender and heredity, are those over which we have little control. But other factors, such as weight, exercise, smoking, blood pressure and cholesterol levels, are controllable by our own actions.

A good lifestyle assessment will spell out a positive course of action in these areas to increase our longevity. Even more importantly, it spells out the formula for making

"quality years,"—time that is happy, healthy and productive.

As we all know, the factors listed above are not the whole story. Stress and anxiety may shorten our lives or at least make them less fun. So can problems with alcohol or prescription drugs. And, of course, no matter how satisfying our lives are, they can be cut short by poor safety habits.

An effective lifestyle assessment form should ask questions directed at all of our life's factors, and then quantify the information. If there is need for improvement, the form should also suggest positive action.

The newest direction taken by lifestyle questionnaires is toward quality of life. Some of the questions asked to participants include: What are your feelings and values—are you sad, lonely, tense, overly aggressive, feeling inadequate? What kinds of things are you doing and how do they match up with your expectations for life? Is your work or career satisfying?

This assessment serves to help reveal areas of dissatisfaction and avenues for change. Or more accurately, it will suggest that we change what we have control over and learn to live with the rest.

Embarking on avenues for change

(continued on page 39)

HEALTHY AMERICAN FITNESS LEADERS

(continued from page 9)

ESM: How would you relate recreation activities to overall fitness and health?

Bell: While I think recreation has a certain morale factor, I don't think it sufficiently answers the question of how to stay healthy and fit. It's fitness programs, such as exercise classes and nutritional seminars, that can bring about the lifestyle changes that are needed. Fitness is not just fun and games; it requires a serious commitment.

Cureton: Recreation programs and fitness programs are taking responsibility for reducing stress and thereby decreasing the incidence of heart disease. I've been traveling to various countries, going to recreation directors and encouraging them to obtain qualified leadership to run effective programs; that is, programs that offer more than one fitness day to provide the relaxation people need.

Weekly or monthly activities are simply not enough to offset deteriorating diseases. Participating in an hour of aerobics three to five times a week, or swimming, cycling or running daily, however, can produce the changes people want to see. It's this endurance concept—this lifestyle change—that will lead the way to better health.

Curtis: Most recreational activities are ancillary only. It's childish to think that a person who does nothing all week can play one 30-minute game of basketball and automatically be fit. You've got to be fit first. You've got to move from a sedentary sloth to physical activity through a slow process: first, by learning about health and fitness, then walking more, then breathing better, then stretching, and finally by engaging in real activity.

Our CITY-FIT program, through extensive media promotion, films in area hospitals and demonstrations in the streets, attempts to educate all of the people in our city. We've acknowledged that there is no one public and so have tailored our approach to the different groups, such as the clergy, the police and fire departments, the housewives and the school children, to name a few.

Our message is simple: America's lifestyle hasn't changed for the better—people are continuing to overeat and drink and underdevelop their bodies. We encourage people to eat, smoke and drink less. Then, we do what we can to get them on the move, to be physically active.

Basically, I see recreation as a reason for being fit. Fitness itself is based on a healthy attitude and lifestyle.

Werner: By being active and exercising regularly, you reduce the factors associated with heart disease. And, when you have positive attitude about yourself and your body, confidence and job performance can only go up.

ESM: Do you anticipate continued growth in the public's interest for fitness and health?

Bell: Yes. I think it'll reach the point where people from all walks of life will regularly be involved in actively striving for health and fitness. Oh, it has gone far past the fad and craze stage. Actually, it's more of a phenomenon. So many people are already trying to find ongoing sources of fitness.

As more stress enters the work-a-day situation, people will find a greater need for some kind of release. And they'll turn away from the "I-can't-wait-



Thomas Cureton, Jr.

Thomas Cureton, Jr., professor emeritus at the University of Illinois. Frequently called "the father of physical fitness in the United States," he has truly been a pioneer in the field, including establishment of the nation's first fitness research lab and his exercise programs for people with heart disease.



Joseph E. Curtis

Joseph E. Curtis, commissioner of human services for the city of New Rochelle, New York. Curtis created CITY-FIT, an innovative physical fitness program which has become extremely effective and popular in that city, as well as many other communities nationwide and overseas which have put his ideas into practice.



Lt. Col. Gerald C. Werner

Lt. Col. Gerald C. Werner, U.S. Army. Serving as the Army's action officer for physical fitness, he has brought many innovations to the fitness programs in the military services, which had been all but unchanged since the World War II era. An accomplished runner, he is also quite involved in youth sports.


to-go-home-and-have-a-drink" syndrome to the "I-can't-wait-to-go-home-and-exercise" attitude.

Cureton: Because of better health and better attitudes associated with good health, as well as lower insurance rates and higher productivity, I expect an even greater increase in fitness and health within the next two or three years.

There's too much behind fitness now—business, industry and government—it just can't fail. Fitness isn't a fad at all. It's an absolute necessity to avoid becoming a degenerating nation.

Curtis: I'm optimistic that fitness programs will succeed. Right now, it's in an upward swing; but, it takes constant feeding—interest, participation and education—to keep it from slipping out of the mainstream of society.

Werner: In the army, fitness is the cornerstone of our readiness. It's no fad. Policies and programs are well-established here. Now that we've gotten leadership addicted to fitness, it can only trickle down.

Our main challenge in the future will be to keep fitness in balance for the individual. Recreation can't ever become so competitive that it will be another stress factor in people's lives. 

The judging panel for the 1982 HAFL awards consisted of: George Allen, chairman of the President's Council on Physical Fitness and Sports; Dr. Constance Azzi, vice president for community programs with the American Heart Association; **Stephen Edgerton**, manager of recreation and fitness services for the Xerox Recreation Association; Dr. Richard Keelor, director of program development for the President's Council on Physical Fitness and Sports; Col. F. Don Miller, executive director of the U.S. Olympic Committee; and Don E. Jones, 63rd president of The U.S. Jaycees.

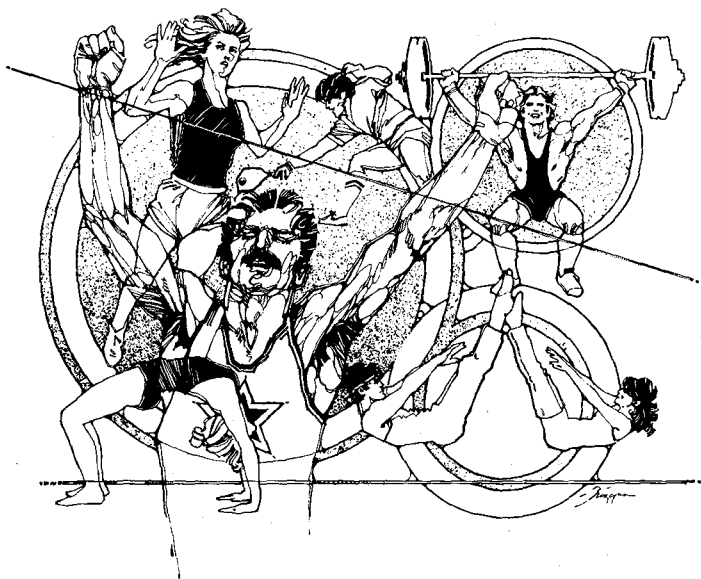
In screening nominees, the judges—working independently—made their selections based on criteria such as development of new

methods in physical fitness and health, overcoming a physical hardship or limitation, creation of a nationwide program fostering better fitness and health, and four other broad categories.

The 1982 recipients of the Healthy American Fitness Leaders recognition were selected from nominations received from all over the nation. Any American man or woman, 18 or older, with exceptional achievements in fitness and health is eligible for nomination by any organization or individual. Nomination forms for the 1983 HAFL awards are available from The United States Jaycees, headquartered in Tulsa.

"... Fitness programs will succeed ... but it takes constant feeding—interest, participation and education—to keep it from slipping out of the mainstream of society."

—Joseph E. Curtis



DEVELOPING HUMAN RESOURCES

(continued from page 16)

Today's stressful world requires a conscientious effort by everyone to get enough sleep, eat right and exercise, said Carter, in order to offset stress factors and improve health.

Carter's insightful lecture was followed by two concurrent sessions, "The Art of Negotiating," featuring Alice Bucca, CESRA, of Digital Equipment Corporation and "Sports Programs—Keeping Abreast of Today's Trends," with Vic Masi, Assistant Recreation Director, Elgin Park and Recreation Department.

The interesting exhibit hall and buffet lunch again drew crowds to the exhibit hall. As they visited each booth, the conventioners collected many programming and service ideas for use at the workplace.


"Employee Assistance Programs," with Marvin Rudman, Coordinator of the Life Extension Stay-Well Center, a division of Control Data Corporation, and "Service Recognition Programs," by Frank Havlicek, Manager of Recreation, Motorola Corporation, were the concurrent sessions held Friday afternoon. Rudman pointed out the growing need for employee assistance programs. His own program receives several thousand requests for help—certainly enough to justify the program. Through a lecture and slide show presentation, Havlicek demonstrated the careful planning so necessary for successful recognition dinners. Round tables, separate rooms for dining, drinking and award receipt and carefully coordinated details, according to Havlicek, contribute positively to the overall program.

Following the concurrent sessions was the Strategy Exchange, an informal idea market first made popular at the NESRA National Conference and Exhibit held in Orlando last year. Discount programs, information resources, and publicity were among those strategies discussed.

After grabbing a final look at the exhibits, conference attendees settled down to enjoy an elegant dinner and fine music. That evening, Alan Benedeck, NESRA Vice President of Public and Government Affairs, received his CESRA certification, recognizing his professionalism in the field of employee services and recreation.

On the final day of the conference, delegates and students heard two presentations: "How to Sell Your Employee Services to Management," featuring Art Conrad, CESRA, and "Group Dynamics," with Mike McNeil, State Farm Insurance Company.

Brunch and door prizes marked the closing of a successful Region III Conference.

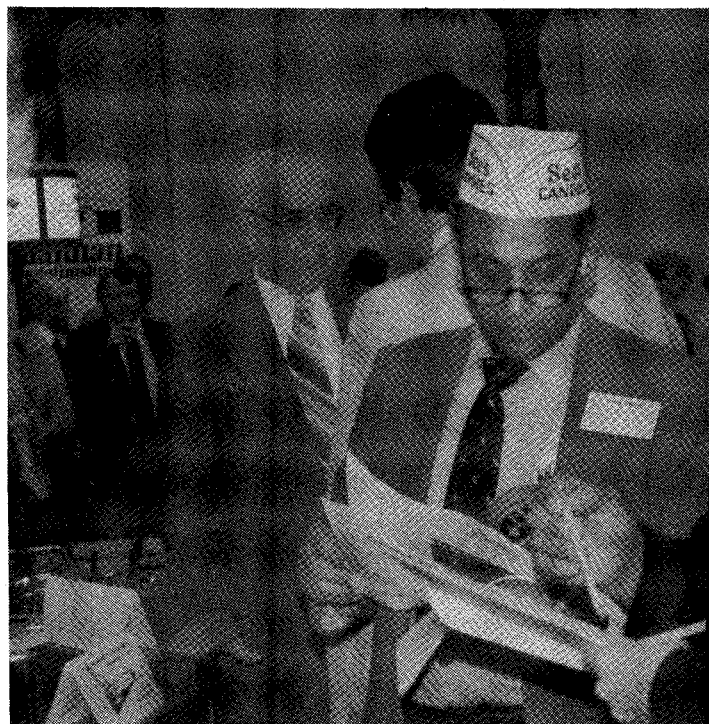
"I think I can take a lot of useful information back to work," said one conference attendee, "Now, I can't wait 'til next year." 



Region III Conference Chairman Ed Pacana leads a discussion on discount programs at the strategy exchange.



Exhibitors enjoyed the interest of more than eighty conference attendees.



Chicago Association for Recreation and Employee Services (CARES) President Frank Chico embodied the spirit of the exhibit hall.

IDEAS CLINIC



by
Melvin C. Byers, CESRA
NESRA Consultant

Q We are starting an employee services and recreation program. Together, our plant and office employ 384 persons, the majority being plant personnel. We operate only two plant shifts, each alternating every two weeks. What kind of programs would be most appealing to the employees? And what kind of costs would be involved in setting up such programs?

A Your operation is one that is small enough to establish an excellent familial atmosphere at the workplace. Before engaging in any employee program involving services and recreation, your first step must be to outline, with management, the program objectives.

If your main objective is to build closer relationships among employees, there are many things to consider and a variety of things to do.

I would suggest you research both small and large NESRA member companies who have been offering employee services and recreation for a long period of time. NESRA headquarters can supply you with such contacts.

Next you need to examine how your company can obtain the benefits of employee services and recreation. Generally, these benefits are based upon the following criteria:

- Including activities and services that benefit the greater majority of employees
- Involving the employees' families whenever possible
- Offering a wide gamut of programs and services to reach the varied interests among the employees.

Effective programming takes time, but there are some common guidelines. Bowling, golf and softball are the most common sports activities offered by companies. Close behind in popularity are basketball, tennis and volleyball. You must endeavor to operate on an intramural basis and not become involved in highly competitive municipal or semi-pro activities or you will lose the benefits that you work so hard to attain.

Make certain that what you offer conforms with the average age, sex and interests of your company population. From the very beginning, involve your employees in the organizational procedures and find leaders among them to help administer the programs offered.

Although recreational activities bring about interest, participation and closer relationships with other employees, there must always be some management input and interest to make it pay off for them.

Aside from the more competitive sports, leisure activities such as horseshoes, chess, billiards and pool are recreational outlets that can serve many employees.

When we engage in employee services, there is a long list of services available; some can be costly, while others are practically free. Among the more common employee services are: entertainment discounts, emergency aid programs, remembrances for illness, memorials for deaths, recognition for achievements in the community, suggestion systems, communication vehicles such as newsletters and bulleting boards, food service and refreshment centers, continuing education programs and even short how-to courses at the workplace. Community projects, award programs, children's activities such as Christmas or Halloween parties, open houses, employee picnics and other outings round off the list.


Special interest employee groups can also be formed. Runners clubs, stamp clubs and photography clubs are just a few.

In all there are five phases of employee services and recreation. They include: (1) personal and group services, (2) social activities, (3) athletic programs or events, (4) instructional courses, and (5) recognition and awards programs.

For the most effective program, the costs should always be shared between employees and management. Employees must feel they have a stake in the benefits offered. This gives them a sense of partnership and provides them with a voice in the administration of their programs.

Such a system offers management a closer working relationship with their people and unlimited opportunities to develop cooperation, understanding and education in a variety of ways. It forms a link of communication which is often absent between management and employees. Employee services is, however, a two-way proposition where conflict, demand and negotiating should be absent.

Programs offered to different work schedules must be arranged to accommodate each shift of employees as much as possible. Many activities and services can be provided to several shifts with little difficulty.

Because employees are both managers and line workers, both should benefit, both should participate and both should pay a share for their programs and services. The total cost for an employee services and recreation program is quite individual. Such factors as number and kind of services and activities, administrative procedures and company support all affect the budget you propose and the outcome of the program. 

MEGATRENDS

(continued from page 11)

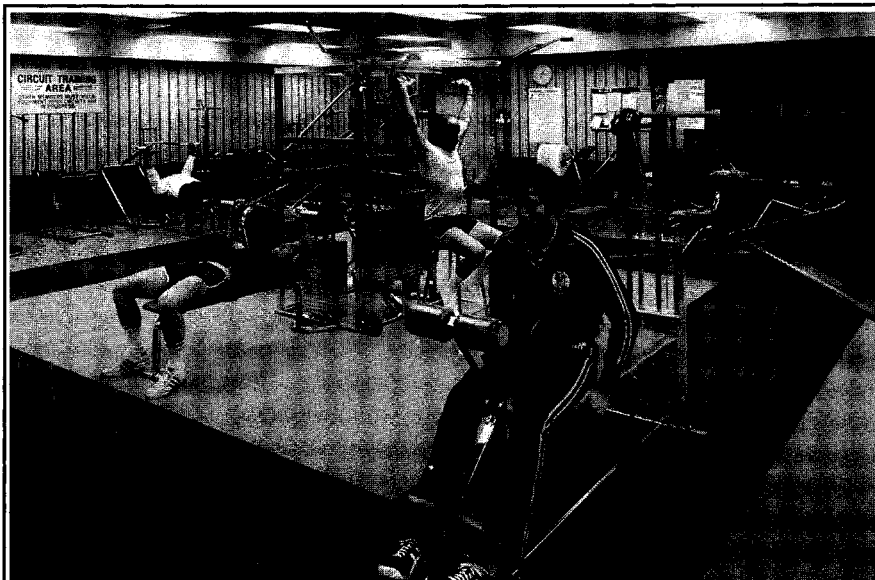
mocracy is spreading bottom up across the country and consumers are winning a greater voice in government, business and the marketplace. The two-party system is becoming obsolete as political power shifts to the local level, where initiatives and referendums are deciding issues such as those regarding the building of nu-

clear power plants and the disposal of nuclear wastes.

Despite appearances, it no longer matters who is president—but it does matter who is governor. In business, corporations are beginning to realize that the “bottom line” works against profits. The consumer movement, the new shareholder activism and the trend toward greater employee rights and worker participation are restructuring the business environment.

MEGATRENDS postulates that entrepreneurs will develop within large companies, that consumer militancy will emerge in the 1980's and that three languages (English, Spanish and Computer) will be necessary for success.

Naisbitt steadfastly refuses to be categorized as a futurist. He stresses that the trends he has delineated are not destinies, but that “the most reliable way to anticipate the future is by understanding the present. Although the time between eras is uncertain, it is a great and yeasty time filled with opportunity. If we can learn to make uncertainty our friend, we can achieve more than in stable eras . . . We have extraordinary leverage and influence—individually, professionally, and institutionally—if we can only get a clear sense of the road ahead . . . What a fantastic time to be alive!”



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NEWS IN BRIEF

(continued from page 6)

Slowdown in U.S. Employer Compensation Costs Reported

The Employment Cost Index (ECI), which measures changes in employer compensation costs, increased 2.4 percent in the 3 months ended in September 1982, the U.S. Department of Labor's Bureau of Labor Statistics reported recently. Wages and salaries alone increased 2.2 percent.

The 2.4 percent change in compensation costs reflected the heavy concentration of wage and benefit adjustments typical for State and local government workers in the third quarter. Compensation costs rose 4.6 percent in State and local governments from June–September, 1982. This was lower than the corresponding change of 5.3 percent in 1981. The slowdown in compensation costs was evident in wages as well. Wages increased 4.4 percent for these workers in the third quarter of 1982, compared with 5.0 percent a year earlier.

(continued on page 38)



Winners	Score
Division A: Hughes Fullerton Employee Association	435 (net)
Division B: General Electric #1	441 (net)
Division C: U.S. Steel #2	436 (net)
Division D: Hughes Fullerton Employee Association # 6	441 (net)
Low Gross: M. Sumida, Hughes Fullerton Employee Association #1	155
Low net: Dan Johnson, U.S. Steel	137

Winner	Score
Division A: Miller Brewing	not available
Division B: Du Pont 6	not available
Division C: Fab., Prod. and Machines	not available
Gross: Jim White, Du Pont #7	155
Net: Joe Lewis, Du Pont #21	145

NEWS IN BRIEF

(continued from page 36)

Wage increases for the 12 months ending in September, 1982 were 8.1 percent for State and local government workers. Similar increases were recorded for private sector workers with comparable characteristics to those in State and local government. In private industry, for example, wage increases for professional and technical workers averaged 8.2 percent and those in service industries, 8.6 percent.

For private industry employees, rates of increase in compensation costs and wages decelerated substantially for the year ended in September, 1982, 7.2 and 6.9 percent, compared with 10.0 and 9.1 percent a year earlier. The slowdown was particularly sharp in industries and occupations with relatively high unemployment. Construction industry wage gains dropped from 9.0 per-

cent in September, 1981 to 5.9 percent in September, 1982.

In the manufacturing sector, 12-month percent changes in wages were 6.6 percent in the September, 1981-82 period, down from 9.1 percent in September, 1981.

Similarly, compensation cost increases for blue-collar workers over the year dropped more sharply than

those for white-collar workers. For the 12 months ended in September, 1982, compensation costs rose 6.7 percent for blue-collar and 7.6 percent for white-collar workers. A year earlier, compensation costs increased 10.0 percent for both blue- and white-collar workers.

Wages rose 6.1 percent for blue-collar workers in the September

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1981-82 period, whereas white-collar workers' pay advanced 7.5 percent. A year ago, corresponding wage gains were virtually the same—9.1 percent and 9.2 percent.

Compensation costs for union workers rose 7.9 percent in the year ended in September 1982, contrasted to 10.9 percent a year ago. Slowdowns were also recorded for nonunion workers with compensation costs advancing 6.7 percent in the year ended in September 1982—down from 9.6 percent last year. 


FITNESS AND HEALTH

(continued from page 31)

may take us to new hobbies, new avocations or even new careers. Or, at the very least, learning new skills for coping, adjusting our attitudes or simply learning how to relax.

The most important part of the whole exercise is to correct, in the individual mind, the commonly held misconception that "we really don't

have control over our own health and longevity." A lifestyle assessment makes it clear that we are in control and that our health is entirely our responsibility. The acceptance of this responsibility is a major step in the movement toward a healthier, happier and longer life.

The risk analysis is, in fact, a possibility analysis. Through the recreation and fitness directors, the company can initiate a program to assist the employee in attaining his optimal state of fitness—a state of healthy body, mind and spirit as well. 

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NESRA CALENDAR

Drop in on fellow NESRA members when in the area. Check the "NESRA Calendar" before you travel.

Anchorage Industrial Recreation Council/Anchorage, Alaska. Meets on the third Thursday of the month. Contact Kathy Walker—(907) 264-7757.

Associated Industrial Recreation Council/Burbank, California. Meets on the third Wednesday of the month. Contact Brooks Vinson CESRL (213) 354-5367 or Jim Mowery (213) 840-4077.

Capital Area Recreation Council/Austin, Texas. Meets on the fourth Thursday of the month. Contact Bill Harty—(512) 928-6251.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets on the fourth Tuesday of the month; except in November when the meeting is scheduled for the third Tuesday. Contact Beverly Grover—(614) 463-9545.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets third Tuesday of each month except July and September. Contact Mickey Negron—(214) 828-7130.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets on the second Tuesday of the month. Occasionally, meeting dates vary. Contact Tim Shroyer, CESRA—(513) 227-5938.

Denver Metro Industrial Recreation Council/Denver, Colorado. Meets on the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Orange County/Orange County, California. Meets on the second Tuesday of the month. Contact Phyllis Smith, CESRA—(714) 732-2432.

Industrial Recreation Association of Dayton/Dayton, Ohio. Meets on the first Wednesday of the month. Contact J. W. "Bill" Wabler—(513) 435-9355.

League of Federal Recreation Associations/Washington, D.C. Meets on the third Thursday of the month, excluding July and August. Contact Randy Schools, CESRA (301) 496-6061

Long Island Industrial Recreation Directors Association/Nassau-Suffolk County, New York. Meets monthly. Contact Chester Baumgartner, CESRA—(516) 575-2269.

Greater Bridgeport YMCA Recreation Council/Bridgeport, Connecticut. Meets on the third Tuesday of the month. Contact Jesus Cerrilla—(203) 334-5551.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets on the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Massachusetts Industrial Recreation Council/Boston, Massachusetts. Meets on the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mary Kennedy—(313) 225-3938.

Metro Employees Recreation Chapter/Houston, Texas. Meets on the third Thursday of the month. Contact Laura Davis—(713) 754-5825.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets on the third Thursday of the month. Contact Jayne Epperson—(612) 456-2841.

Oakland Industrial Recreation Association/Oakland, California. Meets on the first Tuesday of the month—except January and July. Contact A. Jody Merriam (415) 273-3494.

Phoenix Industrial Recreation Association/Phoenix, Arizona. Meets on the second Tuesday of the month. Contact John Bonner—(602) 262-6541.

Rockford Area Services Association/Rockford, Illinois. Meets on the third Tuesday of the month. Contact Laura Miller—(815) 964-4671.

San Diego Industrial Recreation Council/San Diego, California. Meets on the first Thursday of the month. Contact Jill Tippin, CESRA—(714) 238-6865.

Seattle Metropolitan Industrial Recreation Chapter/Seattle, Washington. Meets on the last Wednesday of the month. Contact Darrell Gosh—(206) 621-6869.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets on the last Tuesday of the month; excluding December. Contact Mel Byers, CESRA—(419) 475-5475.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets on the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets on the third Thursday of the month. Contact Dave Howard—(703) 893-5400.

Conferences and Exhibits

42nd Annual NESRA Conference and Exhibit will be held May 5–8, 1983, Columbus, Ohio. For further information contact the NESRA office at (312) 346-7575.

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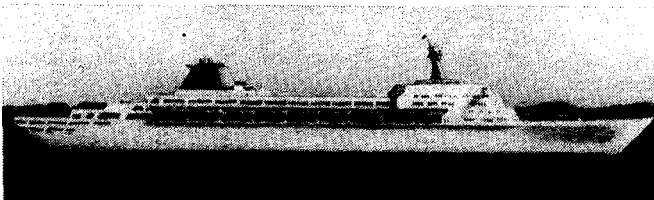
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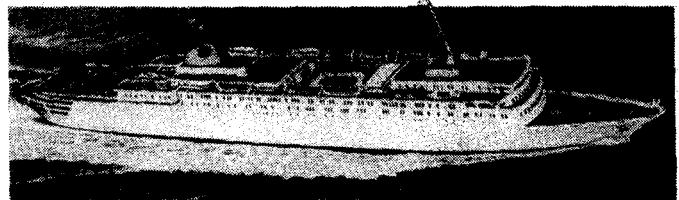
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